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The Society of the
Plastics Industry, Inc.

SPI

Salary and Sales Policy Survey

Fifteenth Edition (1986)

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Plastics Processing Companies

Sponsored by the Financial Management Committee of SPI

About the Financial Managemant Committee

The Financial Management Committee is comprised of executives from raw materials and plastics processing firms located throughout the United States. Each representative has an extensive background in manufacturing, finance, credit or accounting. The group meets regularly during the year to discuss industry problems and monitor the various survey programs.

At present, the Committee conducts annual and biennial surveys among the Society's plastic processing companies. In addition to this Salary Survey, they sponsor a Financial and Operating Ratios Survey, a Labor Survey, and an Employee Benefits Survey.

Besides the survey work, this group also sponsors workshops, conducts seminars and runs conferences for other Operating Units of the Society.

The Committee is responsible for the development of a four-volume, "Financial Management Manual for Plastics Processors." Volume I covers Manufacturing Cost Control; Volume II pertains to Cost Estimating & Pricing; Volume III has to do with Planning (Budgeting, Cash Management, Capital Investment, etc.; and Volume IV refers to Materials Management. The Manual is available for sale through the Society.

For more information on how to become an active member of this important Committee, write to the Staff Director, Financial Management Committee, The Society of the Plastics Industry, 1275 K Street N.W., #400, Washington, D.C. 20005.

SALARY AND SALES POLICY SURVEY NO. 15—1986
PLASTICS PROCESSING COMPANIES

FINANCIAL MANAGEMENT COMMITTEE
THE SOCIETY OF THE PLASTICS INDUSTRY, INC.
1275 K Street N.W., #400
Washington, D.C. 20005

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SALARY TABLE

	ANNUAL SALES VOLUME				
	Up to $2 MM	$2 MM to $5 MM	$5 MM to $10 MM	OVER $10 MM	NATIONAL TOTAL
MANUFACTURING					
1. General Manager	Pg. 5	Pg. 11	Pg. 17	Pg. 23	Pg. 29
2. Plant Manager	5	11	17	23	29
3. Production Manager, Superintendent	5	11	17	23	29
4. General Foreman	5	11	17	23	29
5. Manger/Plant or Industrial Engineer	5	11	17	23	29
6. Traffic Manager and/or Distribution Manager	5	11	17	23	29
7. Manager, Quality Control	6	12	18	24	30
8. Supervisor, Quality Control	6	12	18	24	30
MARKETING					
9. Vice President Sales–Sales Manager	6	12	18	24	30
10. Assistant Sales Manager	6	12	18	24	30
11. Regional/District Sales Manager	6	12	18	24	30
12. Senior Salesman	6	12	18	24	30
13. Salesman 5-10 Years	7	13	19	25	31
14. Salesman 3-5 Years	7	13	19	25	31
15. Salesman 1-3 Years	7	13	19	25	31
16. Sales Trainee	7	13	19	25	31
17. Customer Service Manager	7	13	19	25	31
FINANCE AND ADMINISTRATIVE					
18. Treasurer	7	13	19	25	31
19. Controller or Accounting Manager	8	14	20	26	32
20. Accountant–Cost Supervisor	8	14	20	26	32
21. Accountant–General Supervisor	8	14	20	26	32
22. Credit Manager	8	14	20	26	32
23. Manager–Electronic Data Processing	8	14	20	26	32
ENGINEERING					
24. Research & Development Department Manager	8	14	20	26	32
25. Chief Engineer or Plant Manager	9	15	21	27	33
26. Manufacturing Engineering Manager	9	15	21	27	33
27. Senior Engineer	9	15	21	27	33
28. Product Designer	9	15	21	27	33
29. Mold Designer	9	15	21	27	33
30. Estimator	9	15	21	27	33
PERSONNEL & PURCHASING					
31. Personnel Manager	10	16	22	28	34
32. Office Manager	10	16	22	28	34
33. Purchasing Agent	10	16	22	28	34
34. Buyer	10	16	22	28	34

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HIGHLIGHTS OF SURVEY

The Fifteenth Salary and Sales Policy Survey of plastics processing companies contains information from 173 firms operating 200 plants and 24 division offices in 35 states. The geographical distribution of plants and divisions is shown below:

REGION	STATE	NO. OF PLANTS	REGION	STATE	NO. OF PLANTS
NORTHEAST	Connecticut	2	SOUTH	Kentucky	3
	Delaware	1		Maryland	3
	Massachusetts	7		Mississippi	1
	New Hampshire	2		North Carolina	6
	New Jersey	6		Oklahoma	3
	New York	5		South Carolina	6
	Pennsylvania	8		Tennessee	2
	Rhode Island	3		Texas	8
	Vermont	2		Virginia	7
	TOTAL	36		West Virginia	1
NORTH CENTRAL	Illinois	13		TOTAL	45
	Indiana	14			
	Iowa	2	WEST	California	17
	Kansas	1		Colorado	2
	Michigan	19			
	Minnesota	6		Oregon	2
	Missouri	2		Washington	2
	Nebraska	3		TOTAL	23
	Ohio	27	OTHER	Division	24
	Wisconsin	9		TOTAL	24
	TOTAL	96		Canada	1
				Hawaii	1
SOUTH	Florida	3		TOTAL	2
	Georgia	2		TOTAL	226

Presented in this survey are salaries according to geographical region (Northeast, North Central, South, and West) and sales volume (up to$2 MM, $2 MM-$5 MM, $5 MM-$10 MM, Over $10 MM). In this way, you will be able to compare salaries in your company with those of other companies in the same region and sales volume. Also, salaries pertaining to division offices are reported separately and space is provided to record your salaries under the appropriate classification to facilitate comparisons.

The tables reporting sales policy information are identified by the same number as the questions in the questionnaire to facilitate the reading of the report.

Between 1984 and 1986 the changes in salaries were distributed as follows:

Percentage Change	Number of Positions
Less than 5.0	13
5.0-9.9	13
10.0-14.9	3
15.0-19.9	4
20.0-24.9	0
25.0 and over	1
Total	34

The median increase in salary was 6.5 per cent. During the same period the consumer price index increased by 5.6 per cent. The percentage increase for 19 out of the 34 positions exceeded that of the consumer price index. Over the 18-year span 1968-1986 the median salary increased by 185.1 per cent for the 20 positions covered throughout the period compared to a 215.2 per cent increase in the consumer price index. The salary increase for none of the 20 positions exceeded that of the consumer price index.

Salaries vary in a random manner from region to region. As indicated in the table below, on the average, salaries in 1986 ranked highest in the North Central region, followed by the South, West and Northeast. The North Central has replaced the West in first position and the South has moved up from fourth position in 1984 to second position in 1986.

RANK	NORTHEAST	NORTH CENTRAL	SOUTH	WEST
1	6	12	10	7
2	2	9	15	10
3	13	9	3	8
4	13	4	6	8
TOTAL	34	34	34	33*
1986 RANK	4	1	2	3
1984 RANK	3	2	4	1
1982 RANK	2	3	3	1
1980 RANK	4	2	1	3
1978 RANK	3	1	4	2

*No salary information provided on 1 position.

This survey was prepared under the direction of the SPI Financial Management Committee. Conway-McCue Associates compiled the statistical information and prepared the report for publication.

The Committee welcomes your comments and would appreciate any suggestions that you might have concerning the coverage in future surveys.

AVERAGE SALARIES★ FOR SELECT JOBS

In 1978, 1980, 1982, 1984 and 1986 Surveys
(In Dollars)

POSITION	PERCENT CHANGE 1986 vs 1984	1986	1984	1982	1980	1978
MANUFACTURING						
1. General Manager	16.3	65 800	56,600	52,000	45,000	40,000
2. Plant Manager	4.7	45,000	43,000	39,000	31,900	27,400
3. Production Manager, Superintendent	6.1	35,000	33,000	29,200	25,700	22,000
4. General Foreman	4.5	27,800	26,600	23,600	19,500	17,500
8. Supervisor Quality Control	1.2	25,800	25,500	20,800	20,000	16,000
MARKETING						
9. Vice President/Sales Manager	9.1	52,700	48,300	42,300	36,200	30,000
10. Assistant Sales Manager	.3	40,100	40,000	36,900	36,000	25,000
FINANCE						
18. Treasurer	7.8	48,500	45,000	40,700	37,000	30,000
19. Controller or Accounting Manager	6.6	35,600	33,400	31,600	28,400	24,700
22. Credit Manager	6.6	27,300	25,600	21,200	21,000	16,200
ENGINEERING						
24. Research & Development Dept. Mgr.	.4	45,700	45,500	37,000	33,000	27,400
25. Chief Engineer or Plant Engineer	6.4	40,000	37,600	34,800	30,500	25,000
27. Senior Engineer	12.8	37,900	33,600	29,500	27,700	23,700
28. Product Designer	8.7	32,600	30,000	24,700	22,500	18,500
29. Mold Designer	– 3.1	31,000	32,000	29,500	24,000	21,000
30. Estimator	18.1	28,100	23,800	21,500	19,600	15,000
PERSONNEL						
31. Personnel Manager	18.6	34,400	29,000	21,500	23,400	20,100
32. Office Manager	1.4	21,300	21,000	18,700	18,000	14,600
PURCHASING						
33. Purchasing Agent	13.6	31,800	28,000	24,400	21,800	17,800
34. Buyer	– 4.1	21,100	22,000	20,000	15,600	14,100

★ *The average reported is the median salary.*

DISTRIBUTION OF REPORTING PLANTS[a] AND DIVISIONS BY SALES VOLUME

SALES VOLUME (In Dollars)	REGION				DIVISION	TOTAL
	Northeast	North Central	South	West		
Up to $1,000,000	7	3	3	1	1	15
$1,000,000-$2,000,000	6	9	5	3	1	24
$2,000,000-$5,000,000	10	20	12	13	1	56
$5,000,000-$10,000,000	8	20	7	3	2	40
Over - $10,000,000	5	44	18	3	19	89
TOTAL	36	96	45	23	24	224

(a) One plant in Hawaii and one in Canada excluded.

DISTRIBUTION OF REPORTING FIRMS BY NUMBER OF PLANTS

NUMBER OF PLANTS	TOTAL
1	149
2	7
3	7
4	8
5 or more	2
TOTAL FIRMS	173

SALARY SURVEY NO. 15 - 1986 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	5	7	2	-	1	15
Average Number of Persons Responsible For	8	26	38	-	30	22
Lowest Salary	27.0	31.7	40.0	-	36.0	27.0
Highest Salary	61.0	60.0	48.0	-	36.0	61.0
Median Salary 1986	40.0	42.0	44.0	-	36.0	42.3
Median Salary 1984	35.0	43.5	40.0	65.0	-	42.0
Your Average Salary						
2. Plant Manager						
Number of Plants	9	2	7	4	2	25
Average Number of Persons Responsible For	12	16	19	33	29	20
Lowest Salary	21.8	26.1	23.1	40.0	32.0	21.8
Highest Salary	78.0	46.0	67.8	56.0	35.0	78.0
Median Salary 1986	31.0	36.0	31.7	45.3	33.5	35.0
Median Salary 1984	32.0	37.0	30.0	39.0	-	33.0
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	7	7	5	1	-	20
Average Number of Persons Responsible For	13	14	16	37	-	15
Lowest Salary	16.4	14.6	20.0	30.0	-	14.6
Highest Salary	35.0	35.0	51.9	30.0	-	51.9
Median Salary 1986	30.0	26.0	24.0	30.0	-	26.0
Median Salary 1984	23.5	24.4	26.0	40.0	-	26.7
Your Average Salary						
4. General Foreman						
Number of Plants	7	4	3	1	-	15
Average Number of Persons Responsible For	9	11	14	27	-	12
Lowest Salary	18.0	14.5	20.2	21.2	-	14.5
Highest Salary	35.0	20.0	27.5	21.2	-	35.0
Median Salary 1986	24.0	22.0	26.9	21.2	-	24.0
Median Salary 1984	22.0	19.0	20.0	30.0	-	20.0
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	-	-	-	-	-	-
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	-	-	-	-	-
Highest Salary	-	-	-	-	-	-
Median Salary 1986	-	-	-	-	-	-
Median Salary 1984	30.2	-	-	-	-	30.2
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	-	-	1	-	1	2
Average Number of Persons Responsible For	-	-	6	-	15	11
Lowest Salary	-	-	31.4	-	21.0	21.0
Highest Salary	-	-	31.4	-	21.0	31.4
Median Salary 1986	-	-	31.4	-	21.0	26.2
Median Salary 1984	19.9	20.0	11.0	30.0	-	20.0
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Manager, Quality Control						
Number of Plants	4	6	2	1	-	13
Average Number of Persons Responsbile For	3	3	17	2	-	5
Lowest Salary	25.0	13.5	19.0	17.7	-	13.5
Highest Salary	40.0	35.0	33.1	17.7	-	40.0
Median Salary 1986	28.8	31.5	26.0	17.7	-	30.0
Median Salary 1984	24.5	22.5	19.0	30.0	-	23.0
Your Average Salary						
8. Supervisor, Quality Control						
Number of Plants	3	1	2	-	-	6
Average Number of Persons Responsible For	4	4	4	-	-	4
Lowest Salary	18.4	20.0	16.5	-	-	16.5
Highest Salary	21.5	20.0	21.5	-	-	21.5
Median Salary 19[illegible]	20.0	20.0	19.0	-	-	19.4
Median Salary 1984	19.8	18.0	15.1	23.4	-	18.4
Your Average Salary						
MARKETING						
9. Vice President Sales/Sales Manager						
Number of Plants	4	2	1	1	1	10
Average Number of Persons Responsible For	7	1	8	0	0	5
Lowest Salary	30.0	34.0	63.6	46.8	32.0	30.0
Highest Salary	97.0	60.0	63.6	46.8	32.0	97.0
Median Salary 1986	47.0	47.0	63.6	46.8	32.0	48.4
Median Salary 1984	38.0	45.0	32.7	40.0	-	40.0
Your Average Salary						
10. Assistant Sales Manager						
Number of Plants	-	-	2	-	-	2
Average Number of Persons Responsible For	-	-	3	-	-	3
Lowest Salary	-	-	27.4	-	-	27.4
Highest Salary	-	-	30.0	-	-	30.0
Median Salary 1986	-	-	28.7	-	-	28.7
Median Salary 1984	-	45.0	-	55.0	-	40.0
Your Average Salary						
11. Regional District Sales Manager						
Number of Plants	-	2	-	-	-	2
Average Number of Persons Responsible For	-	1	-	-	-	1
Lowest Salary	-	31.0	-	-	-	31.0
Highest Salary	-	50.0	-	-	-	50.0
Median Salary 1986	-	40.5	-	-	-	40.5
Median Salary 1984	-	-	16.6	35.0	-	25.8
Your Average Salary						
12. Senior Salesman						
Number of Plants	-	1	1	1	-	3
Average Number of Persons Responsible For	-	0	0	1	-	-
Lowest Salary	-	30.2	38.0	38.0	-	30.2
Highest Salary	-	30.2	38.0	38.0	-	38.0
Median Salary 1986	-	30.2	38.0	38.0	-	38.0
Median Salary 1984	-	-	-	-	-	-
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 5-10 Years						
Number of Plants	-	-	1	-	-	1
Average Number of Persons Responsible For	-	-	1	-	-	1
Lowest Salary	-	-	25.0	-	-	25.0
Highest Salary	-	-	25.0	-	-	25.0
Median Salary 1986	-	-	25.0	-	-	25.0
Median Salary 1984	-	38.6	-	-	-	38.6
Your Average Salary						
14. Salesman 3-5 Years						
Number of Plants	1	1	-	-	-	1
Average Number of Persons Responsible For	0	0	-	-	-	0
Lowest Salary	30.0	28.0	-	-	-	28.0
Highest Salary	30.0	28.0	-	-	-	30.0
Median Salary 1986	30.0	28.0	-	-	-	29.0
Median Salary 1984	21.0	35.0	-	22.0	-	22.0
Your Average Salary						
15. Salesman 1-3 Years						
Number of Plants	3	1	1	-	-	5
Average Number of Persons Responsible For	0	1	1	-	-	0
Lowest Salary	18.0	39.0	35.0	-	-	18.0
Highest Salary	28.6	39.0	35.0	-	-	39.0
Median Salary 1986	20.0	39.0	35.0	-	-	28.6
Median Salary 1984	-	-	15.0	18.0	-	16.5
Your Average Salary						
16. Sales Trainee						
Number of Plants	1	1	1	-	-	3
Average Number of Persons Responsible For	0	1	0	-	-	1
Lowest Salary	32.0	20.0	9.9	-	-	9.9
Highest Salary	32.0	20.0	9.9	-	-	32.0
Median Salary 1986	32.0	20.0	9.9	-	-	20.0
Median Salary 1984	-	-	-	15.0	-	15.0
Your Average Salary						
17. Customer Service Manager						
Number of Plants	-	1	1	1	-	3
Average Number of Persons Responsible For	-	0	0	0	-	0
Lowest Salary	-	9.6	17.0	36.0	-	9.6
Highest Salary	-	9.6	17.0	36.0	-	36.0
Median Salary 1986	-	9.6	17.0	36.0	-	17.0
Median Salary 1984	25.0	19.0	20.0	16.1	-	21.5
Your Average Salary						
FINANCE AND ADMINISTRATIVE						
18. Treasurer						
Number of Plants	1	1	1	-	-	3
Average Number of Persons Responsible For	0	1	3	-	-	1
Lowest Salary	30.0	47.0	68.1	-	-	30.0
Highest Salary	30.0	47.0	68.1	-	-	68.1
Median Salary 1986	30.0	47.0	68.1	-	-	47.0
Median Salary 1984	-	55.0	-	-	-	55.0
Your Average Salary						

SALARY SURVEY NO. 15 - 1986 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Controller or Accounting Manager						
Number of Plants	1	2	1	2	-	6
Average Number of Persons Responsible For	0	0	14	0	-	2
Lowest Salary	26.0	13.6	66.6	18.0	-	13.6
Highest Salary	26.0	19.8	66.6	28.0	-	66.6
Median Salary 1986	26.0	16.7	66.6	23.0	-	23.0
Median Salary 1984	16.9	24.9	12.5	-	-	14.3
Your Average Salary						
20. Accountant-Cost Supervisor						
Number of Plants	-	-	-	-	-	-
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	-	-	-	-	-
Highest Salary	-	-	-	-	-	-
Median Salary 1986	-	-	-	-	-	-
Median Salary 1984	-	-	-	-	-	-
Your Average Salary						
21. Accountant-General Supervisor						
Number of Plants	1	2	1	-	-	4
Average Number of Persons Responsible For	1	1	0	-	-	1
Lowest Salary	20.0	19.0	16.1	-	-	16.1
Highest Salary	20.0	28.8	16.1	-	-	28.8
Median Salary 1986	20.0	23.9	16.1	-	-	20.0
Median Salary 1984	20.9	15.0	12.5	22.0	-	18.9
Your Average Salary						
22. Credit Manager						
Number of Plants	-	-	1	-	-	1
Average Number of Persons Responsible For	-	-	2	-	-	2
Lowest Salary	-	-	28.8	-	-	28.8
Highest Salary	-	-	28.8	-	-	28.8
Median Salary 1986	-	-	28.8	-	-	28.8
Median Salary 1984	-	-	-	-	-	-
Your Average Salary						
23. Manager-Electronic Data Processing						
Number of Plants	-	-	1	1	-	2
Average Number of Persons Responsible For	-	-	2	1	-	2
Lowest Salary	-	-	50.7	30.0	-	30.0
Highest Salary	-	-	50.7	30.0	-	50.7
Median Salary 1986	-	-	50.7	30.0	-	40.4
Median Salary 1984	-	20.0	13.7	42.0	-	20.0
Your Average Salary						
ENGINEERING						
24. Research & Development Dept. Manager						
Number of Plants	-	2	1	-	-	3
Average Number of Persons Responsible For	-	2	19	-	-	8
Lowest Salary	-	28.0	72.0	-	-	28.0
Highest Salary	-	40.0	72.0	-	-	72.0
Median Salary 1986	-	34.0	72.0	-	-	40.0
Median Salary 1984	-	30.0	30.0	48.0	-	30.0
Your Average Salary						

SALARY SURVEY NO. 15 - 1986 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Chief Engineer or Plant Manager						
Number of Plants	4	3	1	1	-	9
Average Number of Persons Responsible For	2	3	5	0	-	3
Lowest Salary	35.0	28.0	55.2	55.0	-	28.0
Highest Salary	55.0	37.6	55.2	55.0	-	55.2
Median Salary 1986	44.0	32.0	55.2	55.0	-	38.0
Median Salary 1984	35.0	33.0	40.0	55.0	-	34.0
Your Average Salary						
26. Manufacturing Engineering Manager						
Number of Plants	-	1	1	-	-	2
Average Number of Persons Responsible For	-	0	3	-	-	2
Lowest Salary	-	24.0	38.0	-	-	24.0
Highest Salary	-	24.0	38.0	-	-	38.0
Median Salary 1986	-	24.0	38.0	-	-	31.0
Median Salary 1984	-	43.3	20.0	40.5	-	43.0
Your Average Salary						
27. Senior Engineer						
Number of Plants	-	-	-	-	-	-
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	-	-	-	-	-
Highest Salary	-	-	-	-	-	-
Median Salary 1986	-	-	-	-	-	-
Median Salary 1984	31.2	23.7	-	32.0	-	28.6
Your Average Salary						
28. Product Designer						
Number of Plants	-	2	-	-	-	2
Average Number of Persons Responsible For	-	1	-	-	-	1
Lowest Salary	-	25.1	-	-	-	25.1
Highest Salary	-	37.6	-	-	-	37.6
Median Salary 1986	-	31.5	-	-	-	31.5
Median Salary 1984	-	23.0	-	30.0	-	30.0
Your Average Salary						
29. Mold Designer						
Number of Plants	-	1	-	-	-	1
Average Number of Persons Responsible For	-	1	-	-	-	1
Lowest Salary	-	20.0	-	-	-	20.0
Highest Salary	-	20.0	-	-	-	20.0
Median Salary 1986	-	20.0	-	-	-	20.0
Median Salary 1984	32.5	22.0	20.8	-	-	20.8
Your Average Salary						
30. Estimator						
Number of Plants	-	2	-	-	-	2
Average Number of Persons Responsible For	-	1	-	-	-	1
Lowest Salary	-	20.0	-	-	-	20.0
Highest Salary	-	23.0	-	-	-	23.0
Median Salary 1986	-	21.5	-	-	-	21.5
Median Salary 1984	-	22.0	14.6	17.2	-	16.6
Your Average Salary						

SALARY SURVEY NO. 15 - 1986 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL						
31. Personnel Manager						
Number of Plants	1	-	1	1	-	3
Average Number of Persons Responsible For	0	-	2	0	-	1
Lowest Salary	16.9	-	28.9	30.0	-	16.9
Highest Salary	16.9	-	28.9	30.0	-	30.0
Median Salary 1986	16.9	-	28.9	30.0	-	28.9
Median Salary 1984	13.3	-	15.0	-	-	14.2
Your Average Salary						
32. Office Manager						
Number of Plants	5	2	1	2	1	11
Average Number of Persons Responsible For	1	2	2	2	0	1
Lowest Salary	16.9	16.7	20.8	15.0	15.0	15.0
Highest Salary	25.0	32.5	20.8	18.2	15.0	32.5
Median Salary 1986	19.5	24.6	20.8	16.6	15.0	19.0
Median Salary 1984	17.1	15.0	18.5	22.4	-	18.0
Your Average Salary						
PURCHASING						
33. Purchasing Agent						
Number of Plants	2	3	2	1	-	8
Average Number of Persons Responsible For	0	0	1	0	-	0
Lowest Salary	16.9	9.6	22.0	30.0	-	9.6
Highest Salary	20.0	15.0	27.3	30.0	-	30.0
Median Salary 1986	18.5	12.5	25.0	30.0	-	18.0
Median Salary 1984	20.0	23.0	-	33.5	-	27.5
Your Average Salary						
34. Buyer						
Number of Plants	1	1	-	-	-	2
Average Number of Persons Responsible For	0	1	-	-	-	1
Lowest Salary	16.9	25.0	-	-	-	16.9
Highest Salary	16.9	25.0	-	-	-	25.0
Median Salary 1986	16.9	25.0	-	-	-	21.0
Median Salary 1984	-	20.0	-	22.0	-	22.0
Your Average Salary						

SALARY SURVEY NO. 15 - 1986 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME $2,000,000–$5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	3	11	6	7	1	28
Average Number of Persons Responsible For	27	31	40	38	45	35
Lowest Salary	35.0	42.0	36.0	39.6	37.0	35.0
Highest Salary	58.6	70.0	63.2	75.0	37.0	75.0
Median Salary 1986	42.0	55.0	51.2	52.0	37.0	52.5
Median Salary 1984	57.5	47.4	53.0	45.0	-	53.0
Your Average Salary						
2. Plant Manager						
Number of Plants	4	8	7	7	1	27
Average Number of Persons Responsbile For	25	54	55	32	44	43
Lowest Salary	20.0	30.0	31.9	32.1	30.0	20.0
Highest Salary	40.0	47.5	50.0	54.0	30.0	54.0
Median Salary 1986	33.6	35.4	43.0	36.0	30.0	36.0
Median Salary 1984	40.0	40.0	37.5	40.0	-	40.0
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	8	13	5	9	-	35
Average Number of Persons Responsible For	28	40	69	28	-	36
Lowest Salary	25.0	21.7	22.0	26.0	-	21.7
Highest Salary	42.1	44.3	48.0	55.0	-	55.0
Median Salary 1986	39.6	30.0	35.0	34.5	-	32.5
Median Salary 1984	25.0	30.6	33.0	41.0	-	30.0
Your Average Salary						
4. General Foreman						
Number of Plants	3	11	4	6	-	24
Average Number of Persons Responsible For	27	19	24	22	-	22
Lowest Salary	19.0	19.5	24.9	21.0	-	24.9
Highest Salary	31.0	122.0	32.0	45.0	-	122.0
Median Salary 1986	21.8	30.0	25.6	27.0	-	26.0
Median Salary 1984	20.3	21.0	25.0	28.4	-	22.2
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	3	2	3	1	-	9
Average Number of Persons Responsible For	7	2	3	2	-	4
Lowest Salary	24.0	16.3	40.0	54.0	-	16.3
Highest Salary	52.0	30.0	65.0	54.0	-	65.0
Median Salary 1986	25.1	23.2	50.0	54.0	-	40.0
Median Salary 1984	31.7	-	-	-	-	31.7
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	3	7	3	4	-	17
Average Number of Persons Responsible For	2	2	3	4	-	3
Lowest Salary	19.0	17.6	16.0	17.0	-	16.0
Highest Salary	26.1	31.0	22.0	29.5	-	31.0
Median Salary 1986	20.8	27.0	16.4	23.5	-	22.5
Median Salary 1984	20.8	21.5	26.0	30.0	-	23.3
Your Average Salary						

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ANNUAL SALES VOLUME $2,000,000 – $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Manager, Quality Control						
Number of Plants	6	6	3	6	-	21
Average Number of Persons Responsible For	4	3	1	2	-	3
Lowest Salary	15.6	16.7	21.0	18.0	-	15.6
Highest Salary	35.0	41.0	30.0	45.0	-	45.0
Median Salary 1986	23.1	37.3	21.5	23.5	-	26.0
Median Salary 1984	26.0	23.0	21.1	28.2	-	24.0
Your Average Salary						
8. Supervisor, Quality Control						
Number of Plants	4	9	1	3	-	17
Average Number of Persons Responsible For	3	2	4	2	-	2
Lowest Salary	12.0	19.5	25.8	17.0	-	12.0
Highest Salary	29.2	46.8	25.8	25.0	-	46.8
Median Salary 1986	24.1	30.0	25.8	21.4	-	28.0
Median Salary 1984	20.0	22.0	24.0	28.1	-	22.0
Your Average Salary						
MARKETING						
9. Vice President Sales/Sales Manager						
Number of Plants	3	9	3	6	-	21
Average Number of Persons Responsible For	3	3	5	2	-	3
Lowest Salary	35.0	27.3	45.8	33.0	-	27.3
Highest Salary	70.0	55.0	47.0	58.8	-	70.0
Median Salary 1986	55.0	45.0	47.0	47.0	-	47.5
Median Salary 1984	60.6	43.2	33.5	45.0	-	43.0
Your Average Salary						
10. Assistant Sales Manager						
Number of Plants	2	-	3	1	-	6
Averag Number of Persons Responsible For	0	-	4	1	-	2
Lowest Salary	33.8	-	30.0	40.0	-	30.0
Highest Salary	40.1	-	37.0	40.0	-	40.1
Median Salary 1986	37.0	-	36.0	40.0	-	37.0
Median Salary 1984	-	-	35.0	-	-	35.0
Your Average Salary						
11. Regional/District Sales Manager						
Number of Plants	1	-	1	3	-	5
Average Number of Persons Responsible For	5	-	0	2	-	3
Lowest Salary	35.2	-	45.0	30.0	-	30.0
Highest Salary	35.2	-	45.0	45.0	-	45.0
Median Salary 1986	35.2	-	45.0	30.0	-	35.2
Median Salary 1984	34.0	35.9	44.0	39.3	-	38.5
Your Average Salary						
12. Senior Saleman						
Number of Plants	-	1	3	-	-	4
Average Number of Persons Responsible For	-	0	1	-	-	1
Lowest Salary	-	40.0	15.6	-	-	15.6
Highest Salary	-	40.0	65.0	-	-	65.0
Median Salary 1986	-	40.0	30.0	-	-	35.0
Median Salary 1984	43.0	22.3	30.0	34.4	-	30.0
Your Average Salary						

SALARY SURVEY NO. 15 - 1986 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME $2,000,000 – $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 5-10 Years						
Number of Plants	1	2	-	-	1	4
Average Number of Persons Responsible For	0	1	-	-	1	1
Lowest Salary	36.0	35.5	-	-	39.0	35.5
Highest Salary	36.0	37.7	-	-	39.0	39.0
Median Salary 1986	36.0	36.6	-	-	39.0	36.9
Median Salary 1984	-	26.1	25.0	22.0	-	25.0
Your Average Salary						
14. Salesman 3-5 Years						
Number of Plants	1	2	-	-	-	3
Average Number of Persons Responsible For	0	0	-	-	-	0
Lowest Salary	35.0	32.0	-	-	-	32.0
Highest Salary	35.0	36.0	-	-	-	36.0
Median Salary 1986	35.0	34.0	-	-	-	35.0
Median Salary 1984	50.0	31.1	25.1	29.5	-	31.1
Your Average Salary						
15. Salesman 1-3 Years						
Number of Plants	1	5	3	3	-	12
Average Number of Persons Responsible For	0	0	0	0	-	0
Lowest Salary	12.0	20.0	23.0	25.0	-	12.0
Highest Salary	12.0	33.0	35.0	32.5	-	35.0
Median Salary 1986	12.0	24.5	25.0	30.0	-	25.0
Median Salary 1984	22.4	21.5	23.6	30.1	-	22.9
Your Average Salary						
16. Sales Trainee						
Number of Plants	-	2	2	1	-	5
Average Number of Persons Responsible For	-	0	0	0	-	0
Lowest Salary	-	18.0	16.5	20.0	-	16.5
Highest Salary	-	27.0	20.0	20.0	-	27.0
Median Salary 1986	-	23.0	18.3	20.0	-	20.0
Median Salary 1984	15.0	19.1	14.3	-	-	17.0
Your Average Salary						
17. Customer Service Manager						
Number of Plants	3	6	2	5	-	16
Average Number of Persons Responsible For	2	1	0	1	-	1
Lowest Salary	20.0	13.5	15.0	18.0	-	13.5
Highest Salary	36.0	32.5	45.0	33.0	-	45.0
Median Salary 1986	21.4	27.0	30.0	22.0	-	22.8
Median Salary 1984	23.4	18.0	20.5	25.0	-	21.4
Your Average Salary						
FINANCE AND ADMINISTRATIVE						
18. Treasurer						
Number of Plants	1	1	2	3	-	7
Average Number of Persons Responsible For	4	2	1	4	-	3
Lowest Salary	46.6	18.5	22.0	45.0	-	18.5
Highest Salary	46.6	18.5	85.0	60.0	-	85.0
Median Salary 1986	46.6	18.5	54.0	58.0	-	46.6
Median Salary 1984	75.0	42.0	29.0	40.5	-	43.5
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Controller or Accounting Manager						
Number of Plants	3	5	5	6	-	19
Average Number of Persons Responsible For	2	2	2	2	-	2
Lowest Salary	25.0	14.6	15.0	21.5	-	14.6
Highest Salary	50.0	38.1	44.2	42.0	-	50.0
Median Salary 1986	32.0	33.6	21.0	31.0	-	30.2
Median Salary 1984	21.5	31.3	31.9	30.3	-	30.0
Your Average Salary						
20. Account-Cost Supervisor						
Number of Plants	-	2	-	-	-	2
Average Number of Persons Responsible For	-	0	-	-	-	0
Lowest Salary	-	14.0	-	-	-	14.0
Highest Salary	-	27.0	-	-	-	27.0
Median Salary 1986	-	20.5	-	-	-	20.5
Median Salary 1984	18.5	-	-	-	-	18.5
Your Average Salary						
21. Account-General Supervisor						
Number of Plants	2	3	1	1	-	7
Average Number of Persons Responsible For	1	2	0	0	-	0
Lowest Salary	18.6	25.0	18.9	26.0	-	18.6
Highest Salary	20.0	29.0	18.9	26.0	-	29.0
Median Salary 1986	19.3	27.0	18.9	26.0	-	25.0
Median Salary 1984	20.0	19.0	16.0	-	-	19.0
Your Average Salary						
22. Credit Manager						
Number of Plants	-	-	-	1	-	1
Average Number of Persons Responsible For	-	-	-	0	-	0
Lowest Salary	-	-	-	12.0	-	12.0
Highest Salary	-	-	-	12.0	-	12.0
Median Salary 1986	-	-	-	12.0	-	12.0
Median Salary 1984	21.3	29.1	-	30.2	-	21.5
Your Average Salary						
23. Manager-Electronic Data Processing						
Number of Plants	1	2	1	1	-	5
Average Number of Persons Responsible For	1	1	1	1	-	1
Lowest Salary	20.0	18.0	28.0	21.0	-	18.0
Highest Salary	20.0	27.9	28.0	21.0	-	28.0
Median Salary 1986	20.0	23.0	28.0	21.0	-	24.0
Median Salary 1984	24.8	18.9	-	-	-	18.9
Your Average Salary						
ENGINEERING						
24. Research & Development Dept Manager						
Number of Plants	1	2	1	2	-	6
Average Number of Persons Responsible For	3	0	0	1	-	0
Lowest Salary	29.0	22.0	55.0	31.0	-	22.0
Highest Salary	29.0	44.0	55.0	41.0	-	55.0
Median Salary 1986	29.0	33.0	55.0	36.0	-	36.0
Median Salary 1984	-	31.2	-	26.0	-	28.6
Your Average Salary						

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ANNUAL SALES VOLUME $2,000,000–$5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Chief Engineer or Plant Engineer						
Number of Plants	1	5	3	3	1	13
Average Number of Persons Responsible For	2	3	0	2	2	3
Lowest Salary	36.5	28.7	30.0	33.0	35.0	28.7
Highest Salary	36.5	47.4	40.0	62.0	35.0	62.0
Median Salary 1986	36.5	40.3	40.0	37.2	35.0	36.5
Median Salary 1984	26.0	31.3	31.0	28.0	-	29.5
Your Average Salary						
26. Manufacturing Engineer Manager						
Number of Plants	-	5	1	2	-	8
Average Number of Persons Responsible For	-	7	0	4	-	5
Lowest Salary	-	33.0	39.3	33.0	-	33.0
Highest Salary	-	45.0	39.3	48.0	-	48.0
Median Salary 1986	-	42.5	39.3	40.5	-	40.9
Median Salary 1984	31.9	31.2	26.0	57.8	-	57.8
Your Average Salary						
27. Senior Engineer						
Number of Plants	1	4	-	1	-	6
Average Number of Persons Responsible For	3	1	-	0	-	1
Lowest Salary	35.0	23.4	-	30.0	-	23.4
Highest Salary	35.0	40.0	-	30.0	-	40.0
Median Salary 1986	35.0	34.5	-	30.0	-	34.5
Median Salary 1984	20.0	27.9	-	-	-	27.8
Your Average Salary						
28. Product Designer						
Number of Plants	-	2	1	1	-	4
Average Number of Persons Responsible For	-	0	2	6	-	2
Lowest Salary	-	15.0	28.0	30.0	-	15.0
Highest Salary	-	31.2	28.0	30.0	-	31.2
Median Salary 1986	-	23.1	28.0	30.0	-	29.0
Median Salary 1984	24.2	22.0	30.0	-	-	24.2
Your Average Salary						
Mold Designer						
Number of Plants	2	3	-	1	-	6
Average Number of Persons Responsible For	2	1	-	0	-	1
Lowest Salary	22.0	28.0	-	45.0	-	22.0
Highest Salary	25.0	36.5	-	45.0	-	45.0
Median Salary 1986	23.5	31.0	-	45.0	-	31.0
Median Salary 1984	24.4	27.1	30.0	27.1	-	27.1
Your Average Salary						
30. Estimator						
Number of Plants	1	4	1	2	-	8
Average Number of Persons Responsible For	0	1	0	0	-	0
Lowest Salary	18.1	11.0	17.0	22.0	-	11.0
Highest Salary	18.1	24.0	17.0	26.0	-	26.0
Median Salary 1986	18.1	21.0	17.0	23.5	-	20.1
Median Salary 1984	16.0	20.9	22.0	24.3	-	21.0
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL						
31. Personnel Manager						
Number of Plants	1	-	1	2	-	4
Average Number of Persons Responsible For	2	-	1	43	-	22
Lowest Salary	28.0	-	25.0	29.0	-	25.0
Highest Salary	28.0	-	25.0	44.3	-	44.3
Median Salary 1986	28.0	-	25.0	36.7	-	28.5
Median Salary 1984	-	21.7	20.0	-	-	21.3
Your Average Salary						
32. Office Manager						
Number of Plants	1	7	2	3	-	13
Average Number of Persons Responsible For	4	2	2	2	-	2
Lowest Salary	20.0	15.8	15.0	24.0	-	15.0
Highest Salary	20.0	24.0	21.5	27.0	-	27.0
Median Salary 1986	20.0	17.0	18.3	25.0	-	20.0
Median Salary 1984	21.7	18.0	19.0	-	-	19.0
Your Average Salary						
PURCHASING						
33. Purchasing Agent						
Number of Plants	3	4	4	4	-	15
Average Number of Persons Responsible For	1	0	1	3	-	1
Lowest Salary	18.0	23.7	16.0	18.0	-	16.0
Highest Salary	31.0	26.0	37.0	42.0	-	42.0
Median Salary 1986	25.0	24.5	26.2	30.5	-	25.0
Median Salary 1984	26.1	24.7	23.1	26.0	-	24.4
Your Average Salary						
34. Buyer						
Number of Plants	3	2	2	3	-	10
Average Number of Persons Responsible For	1	0	0	0	-	0
Lowest Salary	16.2	11.0	12.0	15.0	-	11.0
Highest Salary	18.0	24.0	18.6	29.0	-	29.0
Median Salary 1986	18.0	17.5	16.3	17.0	-	17.5
Median Salary 1984	26.4	18.3	16.6	19.1	-	19.0
Your Average Salary						

SALARY SURVEY NO. 15 - 1986 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME $5,000,000–$10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	3	9	2	2	1	17
Average Number of Persons Responsible For	111	63	93	61	15	64
Lowest Salary	45.0	37.6	50.0	52.0	38.0	37.6
Highest Salary	74.0	98.0	80.0	61.2	38.0	98.0
Median Salary 1986	70.0	67.0	65.0	56.6	38.0	61.2
Median Salary 1984	63.5	48.0	80.0	51.5	63.0	55.0
Your Average Salary						
2. Plant Manager						
Number of Plants	3	15	5	1	2	26
Average Number of Persons Responsible For	45	46	35	6	53	42
Lowest Salary	36.0	30.4	51.3	52.8	33.0	30.4
Highest Salary	60.0	71.4	70.8	52.8	37.9	71.4
Median Salary 1986	47.8	41.0	58.0	52.8	35.5	45.7
Median Salary 1984	41.5	37.7	67.2	37.7	44.0	41.0
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	5	10	3	3	1	22
Average Number of Persons Responsible For	37	50	33	27	100	48
Lowest Salary	27.0	28.0	35.0	34.2	26.4	26.4
Highest Salary	43.9	50.0	48.0	48.0	26.4	50.0
Median Salary 1986	32.2	34.8	37.0	37.4	26.4	35.0
Median Salary 1984	35.5	30.0	29.0	34.0	29.7	28.7
Your Average Salary						
4. General Foreman						
Number of Plants	5	10	3	2	1	21
Average Number of Persons Responsible For	37	29	35	3	30	30
Lowest Salary	18.5	20.2	30.8	26.0	20.0	18.5
Highest Salary	100.0	40.0	43.8	39.5	20.0	100.0
Median Salary 1986	28.0	25.0	36.0	34.3	20.0	26.0
Median Salary 1984	30.0	26.1	30.0	25.0	22.0	26.1
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	2	3	-	-	2	7
Average Number of Persons Responsible For	4	6	-	-	4	4
Lowest Salary	30.0	26.4	-	-	36.9	26.4
Highest Salary	39.0	43.7	-	-	60.0	60.0
Median Salary 1986	34.5	41.0	-	-	48.5	39.0
Median Salary 1984	37.0	31.0	27.8	-	-	31.0
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	3	5	3	1	1	13
Average Number of Persons Responsible For	7	5	4	0	0	5
Lowest Salary	30.0	17.0	19.8	37.4	25.0	17.0
Highest Salary	40.0	31.5	35.1	37.4	25.0	40.0
Median Salary 1986	30.6	29.0	30.7	37.4	25.0	30.0
Median Salary 1984	25.0	29.4	26.0	31.5	22.8	25.0
Your Average Salary						

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ANNUAL SALES VOLUME $5,000,000—$10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Manager, Quality Control						
Number of Plants	3	8	1	2	1	15
Average Number of Persons Responsible For	5	5	4	5	9	5
Lowest Salary	29.0	14.8	24.0	28.8	45.3	14.8
Highest Salary	36.0	36.5	24.0	35.0	45.3	45.3
Median Salary 1986	35.1	24.3	24.0	31.9	45.3	28.8
Median Salary 1984	26.0	25.8	-	32.0	31.7	27.0
Your Average Salary						
8. Superintendent, Quality Control						
Number of Plants	2	5	3	-	1	11
Average Number of Persons Responsible For	4	3	1	-	0	2
Lowest Salary	15.4	20.0	18.6	-	78.3	15.4
Highest Salary	26	29.0	69.1	-	78.3	78.3
Median Salary 1986	20.7	25.0	30.7	-	78.3	26.0
Median Salary 1984	25.6	21.5	27.1	22.0	-	22.6
Your Average Salary						
MARKETING						
9. Vice President Sales/Sales Manager						
Number of Plants	5	9	2	1	2	19
Average Number of Persons Responsible For	7	3	2	2	4	4
Lowest Salary	35.4	34.0	40.0	34.8	39.0	34.0
Highest Salary	90.0	60.6	63.0	34.8	166.4	166.4
Median Salary 1986	50.0	42.0	51.5	34.8	102.7	42.0
Median Salary 1984	43.4	55.1	55.0	54.0	47.0	50.0
Your Average Salary						
10. Assistant Sales Manager						
Number of Plants	1	2	-	-	1	4
Average Number of Persons Responsible For	0	0	-	-	4	1
Lowest Salary	35.0	24.0	-	-	49.4	24.0
Highest Salary	35.0	28.0	-	-	49.4	49.4
Median Salary 1986	35.0	26.0	-	-	49.4	32.0
Median Salary 1984	26.5	29.0	-	22.0	32.0	29.0
Your Average Salary						
11. Regional/District Sales Manager						
Number of Plants	4	4	1	2	-	11
Average Number of Persons Responsible For	3	1	0	1	-	2
Lowest Salary	30.0	25.1	54.0	30.3	-	25.1
Highest Salary	53.0	36.0	54.0	39.0	-	54.0
Median Salary 1986	35.1	29.5	54.0	34.7	-	33.0
Median Salary 1984	50.0	28.3	-	40.0	-	30.5
Your Average Salary						
12. Senior Salesman						
Number of Plants	-	2	1	1	1	5
Average Number of Persons Responsible For	-	1	0	0	0	0
Lowest Salary	-	32.5	48.0	33.4	34.1	32.5
Highest Salary	-	70.8	48.0	33.4	34.1	70.8
Median Salary 1986	-	51.7	48.0	33.4	34.1	34.1
Median Salary 1984	36.0	56.0	-	28.6	-	36.0
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 5-10 Years						
Number of Plants	1	1	-	-	1	3
Average Number of Persons Responsible For	0	0	-	-	0	0
Lowest Salary	380.0	35.0	-	-	31.7	31.7
Highest Salary	380.0	35.0	-	-	31.7	380.0
Median Salary 1986	380.0	35.0	-	-	31.7	35.0
Median Salary 1984	36.5	30.0	-	35.7	21.0	33.0
Your Average Salary						
14. Salesman 3-5 Years						
Number of Plants	3	1	1	-	-	5
Average Number of Persons Responsible For	0	0	0	-	-	0
Lowest Salary	28.0	47.0	30.0	-	-	28.0
Highest Salary	35.0	47.0	30.0	-	-	47.0
Median Salary 1986	30.0	47.0	30.0	-	-	30.0
Median Salary 1984	40.2	26.0	-	27.5	21.0	27.9
Your Average Salary						
15. Salesman 1-3 Years						
Number of Plants	2	3	1	-	-	6
Average Number of Persons Responsible For	0	0	0	-	-	0
Lowest Salary	22.0	26.0	36.0	-	-	22.0
Highest Salary	40.0	32.0	36.0	-	-	40.0
Median Salary 1986	31.0	29.5	36.0	-	-	31.0
Median Salary 1984	24.0	27.0	-	30.0	22.5	24.0
Your Average Salary						
16. Sales Trainee						
Number of Plants	-	1	-	1	-	2
Average Number of Persons Responsible For	-	0	-	0	-	0
Lowest Salary	-	26.4	-	25.8	-	25.8
Highest Salary	-	26.4	-	25.8	-	26.4
Median Salary 1986	-	26.4	-	25.8	-	26.1
Median Salary 1984	18.0	20.8	-	-	14.8	18.0
Your Average Salary						
17. Customer Service Manager						
Number of Plants	2	6	2	1	1	12
Average Number of Persons Responsible For	0	0	3	0	1	1
Lowest Salary	16.0	15.8	18.0	24.0	21.6	15.8
Highest Salary	18.0	30.0	30.7	24.0	21.6	30.7
Median Salary 1986	17.0	25.5	24.4	24.0	21.6	23.0
Median Salary 1984	23.1	22.5	27.7	23.8	27.0	25.0
Your Average Salary						
FINANCE AND ADMINISTRATIVE						
18. Treasurer						
Number of Plants	1	5	-	-	2	8
Average Number of Persons Responsible For	5	5	-	-	6	5
Lowest Salary	54.0	31.3	-	-	36.0	31.3
Highest Salary	54.0	49.0	-	-	46.8	54.0
Median Salary 1986	54.0	37.0	-	-	41.4	40.0
Median Salary 1984	49.3	38.5	-	47.5	-	43.2
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Controller or Accounting Manager						
Number of Plants	3	7	1	3	-	14
Average Number of Persons Responsible For	3	5	0	1	-	3
Lowest Salary	28.5	25.2	22.0	32.0	-	22.0
Highest Salary	54.0	38.0	22.0	48.0	-	54.0
Median Salary 1986	36.2	36.0	22.0	44.4	-	40.0
Median Salary 1984	32.1	38.2	25.2	34.1	33.8	33.5
Your Average Salary						
20. Accountant-Cost Supervisor						
Number of Plants	1	1	-	-	-	2
Average Number of Persons Responsible For	0	0	-	-	-	0
Lowest Salary	27.5	28.0	-	-	-	27.5
Highest Salary	27.5	28.0	-	-	-	28.0
Median Salary 1986	27.5	28.0	-	-	-	27.8
Median Salary 1984	27.4	19.4	-	32.3	19.0	26.5
Your Average Salary						
21. Account-General Supervisor						
Number of Plants	1	5	1	1	2	10
Average Number of Persons Responsible For	2	0	4	0	3	3
Lowest Salary	25.7	20.0	31.2	24.1	20.0	20.0
Highest Salary	25.7	27.5	31.2	24.1	22.4	27.5
Median Salary 1986	25.7	24.0	31.2	24.1	21.2	24.1
Median Salary 1984	24.8	25.0	-	28.3	16.8	24.8
Your Average Salary						
22. Credit Manager						
Number of Plants	-	3	1	-	-	4
Average Number of Persons Responsible For	-	2	3	-	-	2
Lowest Salary	-	13.3	19.8	-	-	13.3
Highest Salary	-	34.0	19.8	-	-	34.0
Median Salary 1986	-	27.0	19.8	-	-	23.4
Median Salary 1984	30.3	22.9	-	29.3	-	25.0
Your Average Salary						
23. Manager-Electronic Data Processing						
Number of Plants	1	5	1	-	1	8
Average Number of Persons Responsible For	0	1	1	-	2	1
Lowest Salary	27.8	17.0	28.6	-	27.3	17.0
Highest Salary	27.8	36.0	28.6	-	27.3	36.0
Median Salary 1986	27.8	23.6	28.6	-	27.3	26.5
Median Salary 1984	27.3	31.6	-	40.0	23.5	30.4
Your Average Salary						
ENGINEERING						
24. Research & Development Dept Manager						
Number of Plants	1	3	-	1	-	5
Average Number of Persons Responsible For	10	2	-	0	-	5
Lowest Salary	65.0	25.2	-	39.4	-	25.2
Highest Salary	65.0	60.0	-	39.4	-	65.0
Median Salary 1986	65.0	42.0	-	39.4	-	42.0
Median Salary 1984	55.0	57.5	57.2	33.0	35.3	48.0
Your Average Salary						

ANNUAL SALES VOLUME $5,000,000–$10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Chief Engineer or Plant Engineer						
Number of Plants	1	10	3	3	1	18
Average Number of Persons Responsible For	11	2	8	4	15	5
Lowest Salary	55.0	28.0	40.4	31.0	58.5	28.0
Highest Salary	55.0	43.4	65.0	37.0	58.5	65.0
Median Salary 1986	55.0	34.5	41.6	33.6	58.5	37.5
Median Salary 1984	43.6	35.0	38.9	50.0	37.0	38.0
Your Average Salary						
26. Manufacturing Engineer Manager						
Number of Plants	1	5	1	1	-	8
Average Number of Persons Responsible For	6	4	5	7	-	5
Lowest Salary	50.0	29.0	50.0	37.0	-	29.0
Highest Salary	50.0	50.0	50.0	37.0	-	50.0
Median Salary 1986	50.0	33.0	50.0	37.0	-	36.0
Median Salary 1984	37.3	40.0	-	38.0	33.4	38.0
Your Average Salary						
27. Senior Engineer						
Number of Plants	4	2	1	-	-	7
Average Number of Persons Responsible For	0	3	0	-	-	1
Lowest Salary	37.0	29.0	31.0	-	-	29.0
Highest Salary	48.0	50.0	31.0	-	-	50.0
Median Salary 1986	42.5	39.5	31.0	-	-	40.0
Median Salary 1984	33.9	32.8	34.5	27.0	-	32.6
Your Average Salary						
28. Product Designer						
Number of Plants	1	5	1	-	-	7
Average Number of Persons Responsible For	0	0	0	-	-	0
Lowest Salary	45.0	24.0	25.0	-	-	24.0
Highest Salary	45.0	38.0	25.0	-	-	45.0
Median Salary 1986	45.0	25.0	25.0	-	-	25.0
Median Salary 1984	26.5	30.0	30.0	-	-	26.5
Your Average Salary						
29. Mold Designer						
Number of Plants	-	1	1	-	1	3
Average Number of Persons Responsible For	-	2	1	-	0	1
Lowest Salary	-	30.0	35.0	-	66.8	30.0
Highest Salary	-	30.0	35.0	-	66.8	66.8
Median Salary 1986	-	30.0	35.0	-	66.8	35.0
Median Salary 1984	32.6	25.3	32.3	32.0	28.2	31.0
Your Average Salary						
30. Estimator						
Number of Plants	1	1	-	-	-	2
Average Number of Persons Responsible For	0	0	-	-	-	0
Lowest Salary	30.0	21.0	-	-	-	21.0
Highest Salary	30.0	21.0	-	-	-	30.0
Median Salary 1986	30.0	21.0	-	-	-	25.5
Median Salary 1984	22.2	18.5	27.0	-	-	22.2
Your Average Salary						

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ANNUAL SALES VOLUME $5,000,000–$10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL						
31. Personnel Manager						
Number of Plants	2	7	1	2	-	12
Average Number of Persons Responsible For	2	3	3	4	-	3
Lowest Salary	20.7	25.0	40.6	28.0	-	20.7
Highest Salary	35.6	36.0	40.6	50.0	-	50.0
Median Salary 1986	28.2	33.5	40.6	39.0	-	35.3
Median Salary 1984	29.9	20.0	26.0	22.7	25.8	25.0
Your Average Salary						
32. Office Manager						
Number of Plants	1	6	4	-	1	12
Average Number of Persons Responsible For	3	2	2	-	9	3
Lowest Salary	15.3	19.0	22.0	-	20.5	15.3
Highest Salary	15.3	27.0	32.0	-	20.5	32.0
Median Salary 1986	15.3	20.5	29.6	-	20.5	21.2
Median Salary 1984	18.0	22.3	-	21.0	21.0	21.4
Your Average Salary						
PURCHASING						
33. Purchasing Agent						
Number of Plants	-	11	1	2	1	15
Average Number of Persons Responsible For	-	2	3	1	2	2
Lowest Salary	-	15.2	30.0	21.2	35.0	15.2
Highest Salary	-	34.0	30.0	28.0	35.0	35.0
Median Salary 1986	-	27.1	30.0	24.6	35.0	27.1
Median Salary 1984	28.0	28.0	26.7	24.9	19.2	26.7
Your Average Salary						
34. Buyer						
Number of Plants	2	2	2	1	-	7
Average Number of Persons Responsible For	1	2	0	1	-	1
Lowest Salary	18.8	17.0	20.0	26.0	-	17.0
Highest Salary	23.1	20.0	20.8	26.0	-	26.0
Median Salary 1986	20.9	18.5	20.4	26.0	-	20.0
Median Salary 1984	18.7	19.0	23.9	24.0	21.0	18.9
Your Average Salary						

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ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	-	17	6	1	14	37
Average Number of Persons Responsible For	-	203	554	118	272	274
Lowest Salary	-	22.0	52.0	65.0	49.2	22.0
Highest Salary	-	200.0	140.0	65.0	130.0	200.0
Median Salary 1986	-	90.0	79.8	65.0	87.3	87.6
Median Salary 1984	59.5	65.5	68.5	65.0	65.0	65.0
Your Average Salary						
2. Plant Manager						
Number of Plants	4	34	15	-	8	61
Average Number of Persons Responsible For	154	167	147	-	212	168
Lowest Salary	45.0	35.0	36.0	-	35.6	35.0
Highest Salary	62.8	114.0	110.0	-	62.3	114.0
Median Salary 1986	50.5	53.7	57.9	-	47.6	53.9
Median Salary 1984	48.0	45.9	48.3	36.3	51.0	49.0
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	3	28	11	2	4	48
Average Number of Persons Responsible For	108	77	118	17	188	104
Lowest Salary	34.2	27.0	30.4	34.4	25.6	25.6
Highest Salary	42.2	88.5	45.3	52.5	48.0	88.5
Median Salary 1986	37.5	37.3	41.5	43.5	39.3	40.5
Median Salary 1984	30.0	37.0	28.6	37.0	32.3	36.0
Your Average Salary						
4. General Foreman						
Number of Plants	3	24	9	2	5	43
Average Number of Persons Responsible For	120	127	66	15	157	112
Lowest Salary	23.0	27.6	26.5	36.5	18.8	18.8
Highest Salary	29.6	50.3	45.0	48.0	34.3	50.3
Median Salary 1986	25.6	31.3	33.2	42.3	29.2	30.9
Median Salary 1984	24.5	27.1	24.0	27.8	30.0	28.0
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	1	11	1	-	5	18
Average Number of Persons Responsible For	2	3	12	-	4	4
Lowest Salary	41.6	25.0	36.0	-	28.1	25.0
Highest Salary	41.6	55.0	36.0	-	72.1	72.1
Median Salary 1986	41.6	42.0	36.0	-	36.8	40.8
Median Salary 1984	30.0	32.4	33.9	39.0	40.0	36.0
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	1	19	13	1	10	44
Average Number of Persons Responsible For	10	8	8	3	8	8
Lowest Salary	29.4	22.1	22.0	35.5	21.6	21.6
Highest Salary	29.4	64.2	38.1	35.5	44.4	64.2
Median Salary 1986	29.4	33.9	30.5	35.5	33.4	32.5
Median Salary 1984	22.8	28.0	31.0	31.5	31.4	28.4
Your Average Salary						

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ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Manager, Quality Control						
Number of Plants	5	27	9	3	11	55
Average Number of Persons Responsible For	4	7	6	6	7	7
Lowest Salary	31.5	23.0	27.0	28.2	22.0	22.0
Highest Salary	46.3	59.3	39.6	46.5	45.0	59.3
Median Salary 1986	34.0	37.5	34.7	46.2	33.0	35.1
Median Salary 1984	35.4	32.6	38.1	35.0	41.8	34.4
Your Average Salary						
8. Supervisor, Quality Control						
Number of Plants	3	20	9	-	4	36
Average Number of Persons Responsible For	6	5	6	-	7	6
Lowest Salary	25.2	18.5	15.6	-	15.5	15.5
Highest Salary	31.3	44.4	36.6	-	25.2	44.4
Median Salary 1986	27.0	27.0	25.2	-	23.8	25.8
Median Salary 1984	35.0	24.0	25.0	22.0	27.0	26.0
Your Average Salary						
MARKETING						
9. Vice President Sales/Sales Manager						
Number of Plants	3	20	9	-	15	47
Average Number of Persons Responsible For	11	11	13	-	16	13
Lowest Salary	40.0	40.2	30.6	-	46.0	30.6
Highest Salary	57.5	150.0	75.9	-	94.0	94.0
Median Salary 1986	55.0	60.0	55.0	-	71.0	60.4
Median Salary 1984	54.8	45.3	44.6	45.7	65.0	51.3
Your Average Salary						
10. Assistant Sales Manager						
Number of Plants	1	8	1	-	5	15
Average Number of Persons Responsible For	4	6	0	-	13	8
Lowest Salary	40.0	35.0	43.0	-	37.7	35.0
Highest Salary	40.0	60.0	43.0	-	64.0	64.0
Median Salary 1986	40.0	47.0	43.0	-	53.6	45.0
Median Salary 1984	36.0	28.3	40.1	46.0	45.9	40.1
Your Average Salary						
11. Regional/District Sales Manager						
Number of Plants	3	9	5	-	10	27
Average Number of Persons Responsible For	10	7	3	-	4	5
Lowest Salary	26.0	27.0	32.0	-	36.9	26.0
Highest Salary	42.5	66.0	59.0	-	65.0	66.0
Median Salary 1986	40.1	40.2	50.5	-	48.6	45.9
Median Salary 1984	46.5	42.9	36.6	-	45.0	37.4
Your Average Salary						
12. Senior Salesman						
Number of Plants	3	7	4	-	8	22
Average Number of Persons Responsible For	3	0	0	-	0	0
Lowest Salary	38.0	32.3	36.0	-	28.4	28.4
Highest Salary	49.4	95.0	105.0	-	53.5	105.0
Median Salary 1986	39.3	44.2	50.4	-	38.8	40.0
Median Salary 1984	32.8	37.7	34.8	37.0	35.9	35.9
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 5-10 Years						
Number of Plants	2	8	8	1	11	30
Average Number of Persons Responsible For	0	0	0	0	0	0
Lowest Salary	29.8	29.5	26.4	40.7	26.3	26.3
Highest Salary	32.0	43.0	49.0	40.7	50.3	50.3
Median Salary 1986	30.9	33.8	41.4	40.7	30.0	34.0
Median Salary 1984	33.4	34.0	29.7	29.0	44.0	31.0
Your Average Salary						
14. Salesman 3-5 Years						
Number of Plants	2	12	7	1	7	29
Average Number of Persons Responsible For	0	0	0	0	0	0
Lowest Salary	29.6	27.0	23.0	40.7	23.0	23.0
Highest Salary	30.0	140.0	40.4	40.7	48.2	140.0
Median Salary 1986	29.8	31.9	35.2	40.7	30.0	30.1
Median Salary 1984	29.1	30.0	24.0	30.0	31.0	30.0
Your Average Salary						
15. Salesman 1-3 Years						
Number of Plants	1	16	6	2	6	31
Average Number of Persons Responsible For	0	0	0	0	0	0
Lowest Salary	22.5	15.9	23.0	33.9	20.0	15.9
Highest Salary	22.5	59.0	40.3	39.0	36.8	59.0
Median Salary 1986	22.5	29.6	28.7	36.5	26.8	29.6
Median Salary 1984	31.2	29.5	24.0	24.0	27.1	28.0
Your Average Salary						
18. Sales Trainee						
Number of Plants	1	6	3	-	4	14
Average Number of Persons Responsible For	0	0	0	-	0	0
Lowest Salary	18.5	21.0	16.2	-	16.2	16.2
Highest Salary	18.5	40.0	23.0	-	25.5	40.0
Median Salary 1986	18.5	27.5	22.0	-	20.3	22.5
Median Salary 1984	19.0	21.0	20.0	20.4	22.9	22.4
Your Average Salary						
17. Customer Service Manager						
Number of Plants	4	17	7	1	10	39
Average Number of Persons Responsible For	7	4	2	1	2	3
Lowest Salary	15.0	14.4	16.5	27.0	16.8	14.4
Highest Salary	41.5	44.8	54.8	27.0	44.0	54.8
Median Salary 1986	30.8	30.0	29.6	27.0	28.2	29.6
Median Salary 1984	32.2	28.0	25.4	26.0	27.7	28.1
Your Average Salary						
FINANCE AND ADMINSTRATIVE						
18. Treasurer						
Number of Plants	-	7	4	-	8	19
Average Number of Persons Responsible For	-	11	6	-	21	14
Lowest Salary	-	38.5	40.0	-	32.0	32.0
Highest Salary	-	139.5	61.0	-	75.0	139.5
Median Salary 1986	-	55.0	60.0	-	63.1	60.5
Median Salary 1984	-	45.0	45.8	31.0	46.3	45.4
Your Average Salary						

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ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Controller or Accounting Manager						
Number of Plants	5	26	10	1	13	55
Average Number of Persons Responsible For	4	5	8	12	7	6
Lowest Salary	31.9	21.3	26.4	60.0	31.6	21.3
Highest Salary	50.5	70.0	83.0	60.0	64.8	83.0
Median Salary 1986	35.0	37.8	39.9	60.0	40.0	37.7
Median Salary 1984	40.0	38.4	30.8	28.5	36.2	37.7
Your Average Salary						
20. Accountant-Cost Supervisor						
Number of Plants	2	12	2	-	7	23
Average Number of Persons Responsible For	4	2	1	-	2	2
Lowest Salary	22.0	19.7	25.0	-	19.8	19.7
Highest Salary	37.0	44.6	28.0	-	44.0	44.6
Median Salary 1986	29.5	26.8	26.5	-	27.3	27.2
Median Salary 1984	25.0	29.0	25.0	-	29.0	28.0
Your Average Salary						
21. Account-General Supervisor						
Number of Plants	1	15	7	1	9	33
Average Number of Persons Responsible For	5	3	3	1	4	3
Lowest Salary	35.0	21.3	19.0	26.2	18.2	18.2
Highest Salary	35.0	44.9	33.2	26.2	50.6	50.6
Median Salary 1986	35.0	31.7	24.0	26.2	25.5	26.2
Median Salary 1984	33.2	24.0	28.0	25.0	31.3	28.0
Your Average Salary						
22. Credit Manager						
Number of Plants	3	7	3	-	11	24
Average Number of Persons Responsible For	1	3	0	-	1	1
Lowest Salary	20.0	20.0	15.0	-	24.5	15.0
Highest Salary	29.0	57.7	23.0	-	45.6	57.7
Median Salary 1986	25.1	30.4	21.0	-	35.0	28.5
Median Salary 1984	18.5	28.4	20.0	19.5	32.0	26.5
Your Average Salary						
23. Manager-Electronic Data Processing						
Number of Plants	2	13	5	-	10	30
Average Number of Persons Responsible For	5	3	2	-	4	3
Lowest Salary	19.0	26.1	24.2	-	18.2	18.2
Highest Salary	43.5	84.0	51.9	-	57.4	84.0
Median Salary 1986	31.3	32.0	35.3	-	42.7	38.2
Median Salary 1984	36.0	27.3	34.7	22.0	34.3	32.0
Your Average Salary						
ENGINEERING						
24. Research & Development Dept Manager						
Number of Plants	1	9	4	-	11	25
Average Number of Persons Responsible For	5	12	16	-	13	13
Lowest Salary	35.0	36.4	27.0	-	29.0	27.0
Highest Salary	35.0	74.0	84.7	-	73.5	84.7
Median Salary 1986	35.0	52.9	41.4	-	54.4	49.4
Median Salary 1984	56.3	45.5	30.0	33.0	47.1	46.5
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Chief Engineer or Plant Engineer						
Number of Plants	4	27	12	2	8	53
Average Number of Persons Responsible For	3	12	9	7	8	10
Lowest Salary	29.0	25.0	28.5	37.8	33.1	25.0
Highest Salary	57.1	70.0	49.0	55.0	69.8	70.0
Median Salary 1986	44.1	42.0	39.0	46.4	48.7	42.0
Median Salary 1984	35.3	40.2	37.4	-	39.5	39.5
Your Average Salary						
26. Manufacturing Engineer Manager						
Number of Plants	-	9	5	1	5	20
Average Number of Persons Responsible For	-	7	7	6	7	7
Lowest Salary	-	23.8	31.0	36.0	28.7	23.8
Highest Salary	-	80.4	67.2	36.0	58.2	80.4
Median Salary 1986	-	44.4	43.0	36.0	45.1	43.7
Median Salary 1984	26.5	38.8	24.0	-	40.0	36.0
Your Average Salary						
27. Senior Engineer						
Number of Plants	3	17	3	-	10	33
Average Number of Persons Responsible For	14	2	0	-	6	4
Lowest Salary	20.0	26.0	26.0	-	25.7	20.0
Highest Salary	38.1	48.0	35.1	-	45.1	48.0
Median Salary 1986	30.0	36.8	28.0	-	42.2	38.0
Median Salary 1984	33.6	34.0	36.2	44.0	34.0	34.0
Your Average Salary						
28. Product Engineer						
Number of Plants	1	11	3	-	4	19
Average Number of Persons Responsible For	6	1	0	-	0	1
Lowest Salary	57.5	22.3	30.0	-	29.7	22.3
Highest Salary	57.5	45.0	40.9	-	50.0	57.5
Median Salary 1986	57.5	36.3	30.3	-	36.3	36.3
Median Salary 1984	-	34.1	32.6	-	32.5	32.7
Your Average Salary						
29. Mold Designer						
Number of Plants	2	12	3	2	5	24
Average Number of Persons Responsible For	0	3	1	1	0	2
Lowest Salary	25.5	20.0	24.2	28.9	22.5	20.0
Highest Salary	25.5	50.0	43.0	47.4	35.0	47.4
Median Salary 1986	25.5	33.2	40.0	38.2	26.4	31.0
Median Salary 1984	28.0	32.0	43.1	35.0	36.3	32.6
Your Average Salary						
30. Estimator						
Number of Plants	-	7	3	1	6	
Average Number of Persons Responsible For	-	0	0	0	0	0
Lowest Salary	-	15.4	25.0	34.5	29.9	15.4
Highest Salary	-	42.2	43.2	34.5	42.0	43.2
Median Salary 1986	-	22.0	35.5	34.5	34.0	33.0
Median Salary 1984	28.2	27.3	23.6	24.0	25.1	25.1
Your Average Salary						

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TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL						
31. Personnel Manager						
Number of Plants	3	20	11	2	13	49
Average Number of Persons Responsible For	1	3	4	1	2	3
Lowest Salary	25.0	14.7	26.7	32.5	23.1	14.7
Highest Salary	50.6	66.0	78.4	55.0	62.1	78.4
Median Salary 1986	40.2	32.2	35.0	43.8	35.4	35.0
Median Salary 1984	30.2	27.2	33.2	30.0	34.2	30.0
Your Average Salary						
32. Office Manager						
Number of Plants	1	6	1	-	2	10
Average Number of Persons Responsible For	0	2	2	-	0	1
Lowest Salary	26.6	19.0	25.8	-	15.9	15.9
Highest Salary	26.6	41.0	25.8	-	24.9	41.0
Median Salary 1986	26.6	25.0	25.8	-	20.4	25.4
Median Salary 1984	29.0	25.0	28.5	-	21.8	28.0
Your Average Salary						
PURCHASING						
33. Purchasing Agent						
Number of Plants	5	22	10	1	14	52
Average Number of Persons Responsible For	2	3	1	0	3	2
Lowest Salary	23.4	18.7	26.0	37.8	22.0	18.7
Highest Salary	46.6	59.6	62.3	37.8	58.7	62.3
Median Salary 1986	29.4	32.3	29.4	37.8	33.6	32.3
Median Salary 1984	28.7	30.2	28.0	32.6	33.1	30.1
Your Average Salary						
34. Buyer						
Number of Plants	1	15	6	2	10	34
Average Number of Persons Responsible For	0	0	1	0	0	0
Lowest Salary	27.3	14.0	15.0	24.0	14.6	14.0
Highest Salary	27.3	30.0	26.5	26.0	30.3	30.3
Median Salary 1986	27.3	24.1	17.2	25.0	17.7	22.4
Median Salary 1984	30.3	25.3	25.1	-	25.1	25.5
Your Average Salary						

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ALL SALES VOLUMES

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	11	44	16	10	17	97
Average Number of Persons Responsible For	41	103	239	51	229	129
Lowest Salary	27.0	22.0	36.0	39.6	36.0	27.0
Highest Salary	74.0	200.0	140.0	75.0	130.0	200.0
Median Salary 1986	48.7	68.9	62.8	54.2	78.4	65.8
Median Salary 1984	54.0	55.0	50.0	50.0	67.0	56.6
Your Average Salary						
2. Plant Manager						
Number of Plants	20	59	34	12	13	139
Average Number of Persons Responsible For	48	116	85	30	146	94
Lowest Salary	20.0	26.1	23.1	32.1	30.0	20.0
Highest Salary	78.0	114.0	110.0	56.0	62.3	114.0
Median Salary 1986	37.9	47.4	49.5	41.0	42.3	45.0
Median Salary 1984	40.0	43.0	41.0	37.7	51.0	43.0
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	23	58	24	15	5	125
Average Number of Persons Responsible For	36	56	76	27	142	61
Lowest Salary	16.4	14.6	20.0	26.0	25.6	14.6
Highest Salary	43.9	88.5	51.9	55.0	48.0	88.5
Median Salary 1986	34.8	33.3	35.9	36.0	36.7	35.0
Median Salary 1984	30.0	33.8	31.2	35.8	32.3	33.0
Your Average Salary						
4. General Foreman						
Number of Plants	18	49	19	11	6	103
Average Number of Persons Responsible For	38	86	44	18	136	60
Lowest Salary	18.0	14.5	20.2	21.0	18.8	14.5
Highest Salary	100.0	122.0	45.0	48.0	34.3	122.0
Median Salary 1986	25.0	28.5	31.0	30.6	27.7	27.8
Median Salary 1984	24.1	26.1	24.0	30.0	28.0	26.6
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	6	16	4	1	7	34
Average Number of Persons Responsible For	5	3	5	2	4	4
Lowest Salary	24.0	16.3	36.0	54.0	28.1	16.3
Highest Salary	52.0	55.0	65.0	54.0	72.1	72.1
Median Salary 1986	31.0	39.5	46.5	54.0	40.1	40.2
Median Salary 1984	30.1	32.0	31.1	39.0	40.0	33.8
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	7	31	20	6	12	76
Average Number of Persons Responsible for	5	6	7	3	8	6
Lowest Salary	19.0	17.0	16.0	17.0	21.0	16.0
Highest Salary	40.0	64.2	38.1	37.4	44.4	64.2
Median Salary 1986	26.2	31.6	28.5	27.8	31.7	29.7
Median Salary 1984	24.0	28.0	28.4	30.0	30.4	27.8
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Manager, Quality Control						
Number of Plants	18	47	15	12	12	104
Average Number of Persons Responsible For	4	6	7	4	7	6
Lowest Salary	15.6	13.5	19.0	17.7	22.0	13.5
Highest Salary	46.3	59.3	39.6	46.5	45.3	59.3
Median Salary 1986	29.4	34.5	30.2	30.1	34.0	31.7
Median Salary 1984	26.5	27.7	33.7	35.0	37.0	30.9
Your Average Salary						
8. Supervisor, Quality Control						
Number of Plants	12	35	15	3	5	70
Average Number of Persons Responsible For	4	4	5	2	6	4
Lowest Salary	12.0	18.5	15.6	17.0	15.5	12.0
Highest Salary	31.3	46.8	69.1	25.0	78.3	78.3
Median Salary 1986	23.2	27.3	25.5	21.4	34.7	25.8
Median Salary 1984	22.8	22.0	24.0	24.2	27.0	25.5
Your Average Salary						
MARKETING						
9. Vice President Sales/Sales Manager						
Number of Plants	15	40	15	8	18	97
Average Number of Persons Responsible For	7	7	10	2	14	8
Lowest Salary	30.0	27.3	30.6	33.0	32.0	27.3
Highest Salary	97.0	150.0	75.9	58.8	166.4	166.4
Median Salary 1986	51.2	51.9	53.5	45.5	72.4	52.7
Median Salary 1984	52.6	42.1	43.6	45.7	58.8	48.3
Your Average Salary						
10. Assistant Sales Manager						
Number of Plants	4	10	6	1	6	27
Average Number of Persons Responsible For	1	1	3	1	12	5
Lowest Salary	33.8	24.0	27.4	40.0	37.7	24.0
Highest Salary	40.1	60.0	43.0	40.0	64.0	64.0
Median Salary 1986	37.3	42.8	34.7	40.0	52.9	40.1
Median Salary 1984	36.0	29.0	37.6	47.9	45.7	40.0
Your Average Salary						
11. Regional/District Sales Manager						
Number of Plants	8	15	7	5	10	45
Average Number of Persons Responsible For	6	5	2	2	4	4
Lowest Salary	26.0	25.1	32.0	30.0	36.9	25.1
Highest Salary	53.0	66.0	59.0	45.0	65.0	66.0
Median Salary 1986	37.0	37.4	50.2	31.9	48.6	41.3
Median Salary 1984	46.5	35.9	36.6	39.3	45.0	40.0
Your Average Salary						
12. Senior Salesman						
Number of Plants	3	11	9	2	9	34
Average Number of Persons Responsible For	3	0	0	1	0	0
Lowest Salary	38.0	30.2	15.6	33.4	28.4	15.6
Highest Salary	49.4	95.0	105.0	38.0	53.5	105.0
Median Salary 1986	39.3	43.9	42.0	35.7	38.3	38.4
Median Salary 1984	34.4	37.7	30.0	35.2	35.9	35.9
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 5-10 Years						
Number of Plants	4	11	9	1	13	38
Average Number of Persons Responsible For	0	0	0	0	0	0
Lowest Salary	29.8	29.5	25.0	40.7	26.3	25.0
Highest Salary	380.0	43.0	49.0	40.7	50.3	380.0
Median Salary 1986	119.5	34.4	39.6	40.7	30.8	34.2
Median Salary 1984	33.4	34.0	29.7	34.6	34.0	32.6
Your Average Salary						
14. Salesman 3-5 Years						
Number of Plants	7	16	8	1	7	38
Average Number of Persons Responsible For	0	0	0	0	0	0
Lowest Salary	28.0	27.0	23.0	40.7	23.0	23.0
Highest Salary	35.0	140.0	40.4	40.7	48.2	140.0
Median Salary 1986	30.7	32.9	34.6	40.7	30.0	30.4
Median Salary 1984	31.7	30.0	24.6	27.5	31.0	29.8
Your Average Salary						
15. Salesman 1-3 Years						
Number of Plants	7	25	11	5	6	54
Average Number of Persons Responsible For	0	0	0	0	0	0
Lowest Salary	12.0	15.9	23.0	25.0	20.0	15.9
Highest Salary	40.0	59.0	40.3	39.0	36.8	59.0
Median Salary 1986	22.4	28.9	28.9	32.6	26.8	28.6
Median Salary 1984	28.0	28.0	24.5	24.0	27.1	27.1
Your Average Salary						
16. Sales Trainee						
Number of Plants	2	10	6	2	4	24
Average Number of Persons Responsible For	0	0	0	0	0	0
Lowest Salary	18.5	18.0	9.9	20.0	16.2	9.9
Highest Salary	32.0	40.0	23.0	25.8	25.5	40.0
Median Salary 1986	22.3	25.7	18.8	22.9	20.3	22.0
Median Salary 1984	18.0	20.5	17.2	17.7	22.9	20.8
Your Average Salary						
17. Customer Service Manager						
Number of Plants	9	30	12	8	11	70
Average Number of Persons Responsible For	4	3	2	1	2	2
Lowest Salary	9.6	13.5	15.0	18.0	16.8	9.6
Highest Salary	41.5	44.8	54.8	36.0	44.0	54.8
Median Salary 1986	24.6	27.8	27.8	24.6	27.6	26.4
Median Salary 1984	25.0	25.0	24.0	25.0	27.7	25.2
Your Average Salary						
FINANCE AND ADMINSTRATIVE						
18. Treasurer						
Number of Plants	3	14	7	3	10	37
Average Number of Persons Responsible For	3	8	4	4	18	9
Lowest Salary	30.0	18.5	22.0	45.0	32.0	18.5
Highest Salary	54.4	139.5	85.0	60.0	75.0	139.5
Median Salary 1986	43.5	45.4	59.4	58.0	58.5	48.5
Median Salary 1984	55.0	45.0	40.0	36.0	46.3	45.0
Your Average Salary						

ALL SALES VOLUMES

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Controller or Accounting Manager						
Number of Plants	12	40	17	12	13	94
Average Number of Persons Responsible For	3	4	6	2	7	4
Lowest Salary	25.0	13.6	15.0	18.0	31.6	13.6
Highest Salary	54.0	70.0	83.0	60.0	64.8	83.0
Median Salary 1986	33.8	35.9	34.9	34.4	40.0	35.6
Median Salary 1984	31.2	35.0	28.7	34.1	38.1	33.4
Your Average Salary						
20. Accountant-Cost Supervisor						
Number of Plants	3	15	2	-	7	27
Average Number of Persons Responsible For	1	2	1	-	2	2
Lowest Salary	22.0	14.0	25.0	-	19.8	14.0
Highest Salary	37.0	44.6	28.0	-	44.0	44.6
Median Salary 1986	28.8	26.0	26.5	-	27.3	37.0
Median Salary 1984	24.0	28.0	25.0	32.3	25.0	27.5
Your Average Salary						
21. Account-General Supervisor						
Number of Plants	5	25	10	3	11	54
Average Number of Persons Responsible For	2	2	3	0	4	2
Lowest Salary	18.6	19.0	16.1	24.1	18.2	16.1
Highest Salary	35.0	44.9	33.2	26.2	50.6	50.6
Median Salary 1986	23.9	29.0	23.4	26.0	24.7	25.2
Median Salary 1984	22.9	23.8	25.5	25.0	30.0	24.0
Your Average Salary						
22. Credit Manager						
Number of Plants	3	10	5	1	11	30
Average Number of Persons Responsible For	1	3	1	0	1	1
Lowest Salary	20.0	13.3	15.0	12.0	24.5	12.0
Highest Salary	29.0	57.7	28.8	12.0	45.6	57.7
Median Salary 1986	25.1	29.4	22.3	12.0	35.0	27.3
Median Salary 1984	21.0	27.0	20.0	25.4	32.0	25.6
Your Average Salary						
23. Manager-Electronic Data Processing						
Number of Plants	4	20	8	2	11	45
Average Number of Persons Responsible For	3	2	2	1	4	2
Lowest Salary	19.0	17.0	24.2	21.0	18.2	17.0
Highest Salary	43.5	84.0	51.9	30.0	57.4	84.0
Median Salary 1986	27.6	29.0	35.5	25.5	41.3	34.6
Median Salary 1984	30.7	27.3	34.7	40.0	33.5	32.8
Your Average Salary						
ENGINEERING						
24. Research & Development Dept Manager						
Number of Plants	3	16	6	3	11	39
Average Number of Persons Responsible For	6	7	14	1	13	10
Lowest Salary	29.0	22.0	27.0	31.0	29.0	22.0
Highest Salary	65.0	74.0	84.7	41.0	73.5	84.7
Median Salary 1986	43.0	46.0	48.8	37.1	54.4	45.7
Median Salary 1984	55.0	42.1	30.7	33.0	47.1	45.5
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Chief Engineer or Plant Engineer						
Number of Plants	10	45	19	9	10	93
Average Number of Persons Responsible For	3	8	7	4	8	7
Lowest Salary	29.0	25.0	26.5	31.0	33.1	25.0
Highest Salary	57.1	70.0	65.0	62.0	69.8	70.0
Median Salary 1986	44.4	39.5	40.4	40.0	48.3	40.0
Median Salary 1984	36.4	36.8	38.9	50.0	38.0	37.6
Your Average Salary						
26. Manufacturing Engineer Manager						
Number of Plants	1	20	8	4	5	38
Average Number of Persons Responsible For	6	6	5	5	7	6
Lowest Salary	50.0	23.8	31.0	33.0	28.7	23.8
Highest Salary	50.0	80.4	67.2	48.0	58.2	80.4
Median Salary 1986	50.0	40.1	42.8	38.5	45.1	40.8
Median Salary 1984	32.5	37.5	25.0	42.0	38.0	36.0
Your Average Salary						
27. Senior Engineer						
Number of Plants	8	23	4	1	10	46
Average Number of Persons Responsible For	6	2	0	0	6	3
Lowest Salary	20.0	23.4	26.0	30.0	25.7	20.0
Highest Salary	48.0	50.0	35.1	30.0	45.1	50.0
Median Salary 1986	36.9	36.6	28.8	30.0	42.2	37.9
Median Salary 1984	31.8	33.0	35.0	32.0	34.0	33.6
Your Average Salary						
28. Product Designer						
Number of Plants	2	20	5	1	4	32
Average Number of Persons Responsible For	3	1	0	6	0	1
Lowest Salary	45.0	15.0	25.0	30.0	29.7	15.0
Highest Salary	57.5	45.0	40.9	30.0	50.0	57.5
Median Salary 1986	51.3	31.4	28.8	30.0	36.3	32.6
Median Salary 1984	26.5	30.0	30.0	30.0	32.5	30.0
Your Average Salary						
29. Mold Designer						
Number of Plants	4	17	4	3	6	34
Average Number of Persons Responsible For	1	2	1	1	0	2
Lowest Salary	22.0	20.8	24.2	28.9	22.5	20.0
Highest Salary	25.5	50.0	43.0	47.4	66.8	66.8
Median Salary 1986	23.8	35.4	38.8	40.5	33.1	31.0
Median Salary 1984	32.5	30.1	33.6	31.1	36.3	32.0
Your Average Salary						
30. Estimator						
Number of Plants	2	14	4	3	6	29
Average Number of Persons Responsible For	0	1	0	0	0	0
Lowest Salary	18.1	11.0	17.0	22.0	29.9	11.0
Highest Salary	30.0	42.2	43.2	34.5	42.0	43.2
Median Salary 1986	24.0	21.6	30.9	27.2	34.0	28.1
Median Salary 1984	21.8	23.8	23.6	24.0	25.8	23.8
Your Average Salary						

SALARY SURVEY NO. 15 - 1986 • PLASTICS PROCESSING COMPANIES
ALL SALES VOLUMES

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL						
31. Personnel Manager						
Number of Plants	7	27	14	7	13	68
Average Number of Persons Responsible For	1	3	4	13	2	4
Lowest Salary	16.9	14.7	25.0	28.0	23.1	14.7
Highest Salary	50.6	66.0	78.4	55.0	62.1	78.4
Median Salary 1986	31.7	32.5	34.3	38.4	35.4	34.4
Median Salary 1984	29.9	25.0	29.9	26.7	33.9	29.0
Your Average Salary						
32. Office Manager						
Number of Plants	8	21	8	5	4	46
Average Number of Persons Responsible For	2	2	2	2	2	2
Lowest Salary	15.3	15.8	15.0	15.0	15.0	15.0
Highest Salary	26.6	41.0	25.8	27.0	24.9	41.0
Median Salary 1986	19.9	21.0	25.2	21.6	19.1	21.3
Median Salary 1984	21.7	18.9	20.5	22.0	21.4	21.0
Your Average Salary						
PURCHASING						
33. Purchasing Agent						
Number of Plants	10	40	17	8	15	90
Average Number of Persons Responsible For	1	2	1	2	3	2
Lowest Salary	15.2	9.6	16.0	18.0	22.0	9.6
Highest Salary	46.6	59.6	62.3	42.0	58.7	62.3
Median Salary 1986	25.9	28.6	28.2	29.9	33.7	31.8
Median Salary 1984	26.0	28.0	26.7	27.5	33.1	28.0
Your Average Salary						
34. Buyer						
Number of Plants	7	20	10	6	10	53
Average Number of Persons Responsible For	1	0	1	0	0	0
Lowest Salary	16.2	11.0	12.0	15.0	14.6	11.0
Highest Salary	27.3	30.0	26.5	29.0	30.3	30.3
Median Salary 1986	20.4	22.9	17.7	21.2	17.7	21.1
Median Salary 1984	20.0	22.1	22.0	24.0	25.3	22.0
Your Average Salary						

SALES
POLICY
SECTION

TYPE OF SALES FORCE EMPLOYED

SALES VOLUME	TYPE OF SALES FORCE					PERCENTAGE OF COMPANY SALESMEN IN FIRMS WITH COMBINATION SALES FORCE								MEDIAN %
	Company Salesmen Only	Manufacturers Reps. or Sales Agents	Company Salesmen & Mfgs. Reps.	None	N/A	1-19.9	20-39.9	40-59.9	60-69.9	70-79.9	80-89.9	90-99.9	NA	
Up to $1,000,000	4	1	10	-	1	-	-	1	3	2	1	2	1	72.5
$1,000,000 to $2,000,000	4	7	12	-	1	-	1	3	-	2	3	-	3	72.5
$2,000,000 to $5,000,000	8	9	39	-	-	-	4	6	-	7	8	13	1	82.5
$5,000,000 to $10,000,000	3	5	31	1	-	1	2	1	1	2	9	12	3	87.7
Over $10,000,000	19	4	66	-	1	4	5	8	1	5	16	17	10	83.1
TOTAL	38	26	158	1	3	5	12	19	5	18	37	44	18	83.0

METHOD OF PAYING SALESMEN

SALES VOLUME	METHOD OF SALESMEN COMPENSATION						
	Straight Salary	Straight Commission	Salary Plus Commission	Salary Plus Bonus	Salary Plus Commission Plus Bonus	Straight Salary and Straight Commission	N.A.
Up to $1,000,000	4	4	2	1	2	-	3
$1,000,000 to $2,000,000	5	7	4	3	2	-	3
$2,000,000 to $5,000,000	11	16	10	11	6	1	1
$5,000,000 to $10,000,000	8	8	8	11	3	-	2
Over $10,000,000	17	2	24	34	8	1	4
TOTAL	45	37	48	60	21	2	13

COMPANY BONUSES

Sales Volume	Company Pay Bonuses			Basis for Company Bonuses													
	Yes	No	N.A.	Profitability	% of Profit	Set Objectives Met	Job Performance	Production	Sales	% of Sales Profits	Discretionary	Varies	None	Seniority and Salary	Job Performance and Profitability	Job Performance Profitability and Seniority	N.A.
Up to $1,000,000	11	3	2	-	1	-	2	2	-	-	2	-	-	-	2	-	2
$1,000,000 to $2,000,000	15	4	5	3	6	-	1	-	2	-	-	1	1	1	-	-	-
$2,000,000 to $5,000,000	44	6	6	18	6	-	7	3	1	1	2	-	-	2	3	1	-
$5,000,000 to $10,000,000	28	8	4	14	1	3	2	-	-	-	4	-	-	-	2	1	1
Over $10,000,000	76	5	9	25	12	12	4	1	-	-	4	4	-	-	8	4	2
TOTAL	174	26	26	60	26	15	16	6	3	1	12	5	1	3	15	6	5

EXPENSES INCLUDED UNDER DIRECT SELLING COSTS

SALES VOLUME	EXPENSES INCLUDED IN DIRECT SELLING COSTS																
	Salesmen Salaries	Commissions to Salesmen Agents Reps.	Travel & Entertainment	Telephone Expenses	Sales Administrative & Management Salaries	Order Handling & Customer Service	Advertising & Sales Promotion Expense	Royalties	Research and Development	Engineering	Delivery	Cost of Quotes	Show Booth	Insurance	Payroll Taxes	Bad Debt Expense	N.A.
Up to $1,000,000	8	8	8	5	6	4	6	2	-	1	-	-	-	-	-	-	3
$1,000,000 to $2,000,000	10	18	18	8	7	3	14	-	-	1	-	-	-	-	-	-	3
$2,000,000 to $5,000,000	40	45	50	28	33	20	38	3	-	2	1	-	1	1	1	-	2
$5,000,000 to $10,000,000	31	37	34	20	23	21	32	9	-	4	-	-	-	-	-	-	2
Over $10,000,000	71	61	72	53	59	38	62	7	1	3	-	1	-	-	-	1	12
TOTAL	160	169	182	114	128	86	152	21	1	11	1	1	1	1	1	1	22

MOVING EXPENSES POLICY

SALES VOLUME	PAY MOVING AND RELOCATION EXPENSES							
	Newly Hired Sales Personnel				Presently Employed			
	Yes	No	Negotiable	N.A.	Yes	No	Negotiable	N.A.
Up to $1,000,000	4	8	-	4	4	5	-	7
$1,000,000 to $2,000,000	6	17	-	1	5	15	-	4
$2,000,000 to $5,000,000	22	24	2	8	23	23	2	8
$5,000,000 to $10,000,000	21	16	-	3	18	17	-	5
Over $10,000,000	77	8	-	5	66	13	-	11
TOTAL	130	73	2	21	116	73	2	35

AUTOMOBILE OWNERSHIP POLICY

SALES VOLUME	AUTOMOBILES USED FOR COMPANY BUSINESS ARE							
	Company Owned	Company Leased	Combination Company Owned & Leased	Employee Owned	Combination Employee Owned & Leased	Company Employee Owned	Employee Owned or Company Leased	N.A.
Up to $1,000,000	7	2	1	3	-	1	-	2
$1,000,000 to $2,000,000	12	-	1	6	1	-	2	2
$2,000,000 to $5,000,000	28	9	3	9	-	1	3	3
$5,000,000 to $10,000,000	12	14	5	4	-	2	1	2
Over $10,000,000	18	37	13	9	5	5	1	2
TOTAL	77	62	23	31	6	9	7	11

EXPENSE ALLOWANCE POLICIES - AUTOMOTIVE

SALES VOLUME	REIMBURSE FOR AUTO EXPENSES			BASIS ON WHICH REIMBURSEMENT PAID																FLAT ALLOWANCE PER MONTH					COMBINATION	
					SINGLE RATE IN CENTS																					
	Yes	No	N.A.	Actual Expenses	.07	.15	.17	.18	.185	.19	.20	.205	.21	.215	.22	.225	.25	.30	Graduated mileage allowance	N.A.	200	300	310	400	500	$335+ pg.08¢	$500+ .205¢
Up to $1,000,000	11	2	3	4	-	-	-	-	-	-	2	1	2	-	1	1	-		-	-	-	-	-	-	-	-	-
$1,000,000 to $2,000,000	15	8	1	8	-	-	-	-	-	-	2	-	2	1	-	-	-		-	2	-	-	-	-	-	-	-
$2,000,000 to $5,000,000	40	13	3	16	-	-	1	3	-	-	8	2	1	1	-	-	1		1	2	1	1	1	-	1	-	-
$5,000,000 to $10,000,000	31	6	3	13	-	1	-	-	2	1	7	-	3	-	-	-	-		-	2	-	-	-	-	-	2	-
Over $10,000,000	80	4	6	35	1	3	-	3	2	1	13	3	7	-	2	2	-		-	3	-	-	-	1	-	3	1
TOTAL	177	33	16	76	1	4	1	6	4	2	32	6	15	2	3	3	1		1	9	1	1	1	1	1	5	1

EXPENSE ALLOWANCE POLICIES-AUTOMOTIVE

SALES VOLUME	Provide Company Car for Sales Manager			Allow Personal Use of Company Car			If Yes, Does Employee Pay Gas, Oil, etc.		
	Yes	No	N.A.	Yes	No	N.A.	Yes	No	N.A.
Up to $1,000,000	5	7	4	7	4	5	3	4	-
$1,000,000 to $2,000,000	13	7	4	12	8	4	5	6	1
$2,000,000 to $5,000,000	30	19	7	37	11	8	14	23	-
$5,000,000 to $10,000,000	20	18	2	27	7	6	8	18	1
Over $10,000,000	61	26	3	76	4	10	37	32	7
TOTAL	129	77	20	159	34	33	67	83	9

EXPENSE ALLOWANCE POLICIES - AUTOMOTIVE REIMBURSEMENT

SALES VOLUME	EMPLOYEES PAY FOR PERSONAL USE OF CAR			REIMBURSEMENT METHOD																
	Yes	No	N.A.	Personal % of Total mileage	Monthly fee	Daily rate	Weekly fee	Fixed rate	Per Mile charge	% of mileage	Personal % of total mileage & per mile charge	Annual fee	Payroll Deduction	New IRS Regulations	Actual cost	% of total annual cost of car	% of lease cost & per mile charge	Monthly Personal miles travelled	% of lease cost	% of operating expenses	N.A.
Up to $1,000,000	3	6	7	-	-	1	1	-	-	-	-	1	-	-	-	-	-	-	-	-
$1,000,000 to $2,000,000	8	10	6	2	3	3	-	-	-	-	-	-	1	1	-	-	1	-	-	-	-
$2,000,000 to $5,000,000	19	24	13	4	3	-	1	-	1	1	-	1	-	4	-	-	1	-	-	1	2
$5,000,000 to $10,000,000	17	15	8	3	1	-	-	2	8	-	-	1	-	2	-	-	-	-	-	-	-
Over $10,000,000	55	23	12	7	3	-	-	5	14	3	2	-	-	15	1	1	-	1	2	-	1
TOTAL	102	78	46	16	10	1	2	7	23	4	2	3	1	22	1	1	2	1	2	1	3

FIELD SALES COSTS

SALES VOLUME	COST OF MAINTAINING A SALESMAN IN FIELD ON ANNUAL BASIS (in thousands of dollars)													MEDIAN COSTS
	.9 & Under	1-4.9	5-9.9	10-14.9	15-19.9	20-24.9	25-29.9	30-39.9	40-49.9	50-59.9	60-69.9	70 & Over	N.A.	
Up to $1,000,000	-	-	4	2	-	1	-	-	1	-	-	-	8	10.0
$1,000,000 to $2,000,000	-	2	2	4	-	2	-	1	-	-	-	-	13	11.9
$2,000,000 to $5,000,000	1	-	6	2	2	3	3	7	5	1	-	1	25	27.5
$5,000,000 to $10,000,000	2	-	-	5	8	1	-	4	2	1	1	1	15	18.4
Over $10,000,000	1	2	1	6	9	8	7	4	6	1	3	2	40	23.7
TOTAL	4	4	13	19	19	15	10	16	14	3	4	4	101	21.1

TURNOVER RATE FOR SALESMEN

SALES VOLUME	TURNOVER RATE IN PERCENT								
	No Change	1-9.9	10-19.9	20-29.9	30-39.9	40-49.9	50-74.9	75 & Over	N.A.
Up to $1,000,000	9	-	-	-	-	-	2	1	4
$1,000,000 to $2,000,000	12	-	1	-	2	-	1	-	8
$2,000,000 to $5,000,000	32	1	-	2	5	-	3	1	12
$5,000,000 to $10,000,000	19	4	1	4	1	1	2	-	8
Over $10,000,000	45	14	9	6	2	-	3	-	11
TOTAL	117	19	11	12	10	1	11	2	43

MANUFACTURER'S
REPS
SECTION

TYPE OF CONTRACT

SALES VOLUME	WRITTEN CONTRACT			TYPE OF WRITTEN CONTRACT					
	Yes	No	N.A.	Self-Perpetu-ating	Renew-able Yearly	30 Day Notice	60 Day Notice	Periodic Evaluation of Performance	N.A.
Up to $1,000,000	7	4	-	5	1	1	-	-	-
$1,000,000 to $2,000,000	15	3	1	7	6	2	-	-	-
$2,000,000 to $5,000,000	35	12	1	22	11	1	-	-	1
$5,000,000 to $10,000,000	25	9	2	14	8	-	1	-	2
Over $10,000,000	48	14	8	31	15	1	-	1	-
TOTAL	130	42	12	79	41	5	1	1	3

TERRITORY DEFINITION AND COMMISSION POLICIES

SALES VOLUME	WELL-DEFINED TERRITORIES			COMMISSION PAID FOR HOUSE ACCOUNTS IN TERRITORY		
	Yes	No	N.A.	Yes	No	N.A.
Up to $1,000,000	7	4	-	1	8	2
$1,000,000 to $2,000,000	16	3	-	7	12	-
$2,000,000 to $5,000,000	35	12	1	11	36	1
$5,000,000 to $10,000,000	31	5	-	10	25	1
Over $10,000,000	54	7	9	5	52	13
TOTAL	143	31	10	34	133	17

POLICY ON REPRESENTATION

SALES VOLUME	REPRESENT OTHER PLASTICS FIRMS			RESTRICTIONS ON MANUFACTURERS REPRESENTATIVES									
	Yes	No	NA	None	Non-Competitive	Different Products or Materials	Different Molding Process	Different Tonnage Range	Item Not Sold By Firm	Maintain New Sales Goals	Required Advance Approval	Trade Territory	N.A.
Up to $1,000,000	5	6	-	1	2	1	-	-	-	-	-	-	1
$1,000,000 to $2,000,000	10	9	-	1	3	2	-	-	-	-	1	1	2
$2,000,000 to $5,000,000	31	16	1	1	9	3	2	-	2	1	1	-	12
$5,000,000 to $10,000,000	23	12	1	5	3	2	3	-	1	-	-	-	9
Over $10,000,000	44	18	8	8	12	7	4	2	3	-	-	-	8
TOTAL	113	61	10	16	29	15	9	2	6	1	2	1	32

COMMISSION PAYMENT POLICY

SALES VOLUME	COMMISSIONS ARE PAID						
	Weekly	Bi-Weekly	Monthly	Quarterly	Upon Payment Of Invoice	Upon Shipment	N.A.
Up to $1,000,000	-	-	8	2	1	-	-
$1,000,000 to $2,000,000	2	-	14	2	1	-	-
$2,000,000 to $5,000,000	-	1	38	2	6	-	1
$5,000,000 to $10,000,000	1	-	28	3	1	1	2
Over $10,000,000	-	4	50	3	3	1	9
TOTAL	3	5	138	12	12	2	12

BASIS FOR COMMISSION

SALES VOLUME	BASIS FOR COMMISSION CALCULATIONS				
	Sales Booked	Shipment of Orders	Invoicing of Order	Receipt of Customer Payment	N.A.
Up to $1,000,000	-	3	4	4	-
$1,000,000 to $2,000,000	-	2	9	8	-
$2,000,000 to $5,000,000	1	5	18	23	1
$5,000,000 to $10,000,000	2	6	19	9	-
Over $10,000,000	4	11	29	16	10
TOTAL	7	27	79	60	11

TYPES OF COMMISSION PLANS

SALES VOLUME	TYPES OF PLANS FOR PLASTICS SALES										RATES FOR FLAT RATE OF COMMISSION (Percent)														
	Flat Rate No Expense Allowance	Flat Rate Plus Expense Allowance	Progressive Rate	Regressive Rate	Varying Rate by Product	Varying Rate by Account	Job by Job	Varies	Varies According To Price Charged	N.A.	2.0	2.5	3.0	3.5	4.0	4.5	5.0	6.0	7.0	7.5	8.0	10.0	12.0	15.0	Varies	N.A.
Up to $1,000,000	8	1	1	1	-	-	-	-	-	-	1	-	-	-	-	-	4	-	-	1	1	1	-	-	1	-
$1,000,000 to $2,000,000	14	1	-	1	1	2	-	-	-	-	-	-	-	-	-	-	7	1	1	1	-	4	-	-	1	-
$2,000,000 to $5,000,000	36	-	-	2	3	4	1	-	1	1	1	1	1	-	-	-	24	-	1	1	2	2	1	1	1	
$5,000,000 to $10,000,000	23	1	-	3	8	1	-	-	-	-	1	-	-	-	2	-	15	1	1	-	1	2	-	-	1	-
Over $10,000,000	37	-	1	4	18	2	-	1	-	7	2	1	2	2	3	1	23	-	1	-	2	-	-	-	-	-
TOTAL	118	3	2	11	30	9	1	1	1	8	5	2	3	2	5	1	13	2	4	3	6	9	1	1	4	-

COMMISSION POLICY ON TOOLING, SET-UP AND RETURNS

SALES VOLUME	Commissions Paid on Tooling Sales			Commissions Paid on Set-Up Charges			Commissions Reduced For Returned Defective Items		
	Yes	No	N.A.	Yes	No	N.A.	Yes	No	N.A.
Up to $1,000,000	1	10	-	2	9	-	8	2	1
$1,000,000 to $2,000,000	4	13	2	6	13	-	14	5	-
$2,000,000 to $5,000,000	7	39	2	16	30	2	36	10	2
$5,000,000 to $10,000,000	2	26	8	3	30	3	26	9	1
Over $10,000,000	5	52	13	18	38	14	54	6	10
TOTAL	19	140	25	45	120	19	138	32	14

COMMISSION POLICY ON SPLIT SALES

SALES VOLUME	Between Different Manufacturers' Reps			Between Company Salesmen & Reps		
	Yes	No	N.A.	Yes	No	N.A.
Up to $1,000,000	1	9	1	1	8	2
$1,000,000 to $2,000,000	4	14	1	5	14	-
$2,000,000 to $5,000,000	13	31	4	4	39	5
$5,000,000 to $10,000,000	5	28	3	6	27	3
Over $10,000,000	16	42	12	12	45	13
TOTAL	39	124	21	28	133	23

POLICY ON CONTRACT TERMINATION

SALES VOLUME	May Contract be Terminated By Either Party			REQUIRED LENGTH OF TERMINATION NOTICE												
	Yes	No	N.A.	None	2 Weeks	30 Days Or 1 Month	60 Days	90 Days Or 3 Months	120 Days	180 Days Or 6 Months	Written	Negotiable	Commissions Paid Up to 90 days	Commissions Paid Up to 1 year	Varies	N.A.
Up to $1,000,000	11	-	-	1	-	4	1	2	-	-	-	1	-	-	-	2
$1,000,000 to $2,000,000	19	-	-	1	-	9	3	4	-	-	-	-	-	-	-	2
$2,000,000 to $5,000,000	43	-	5	3	1	21	1	3	-	2	-	-	-	2	3	12
$5,000,000 to $10,000,000	34	-	2	2	3	12	4	5	-	-	-	1	1	1	1	6
Over $10,000,000	55	-	15	1	6	18	4	10	1	4	1	1	-	3	5	16
TOTAL	162	-	22	8	10	64	13	24	1	6	1	3	1	6	9	38

POLICY ON PAYMENT OF COMMISSIONS

SALES VOLUME	Commissions Paid on Orders Booked But Shipped After Termination				WHEN DO COMMISSIONS CEASE AFTER DEATH OF A REPRESENTATIVE											
	Yes	No	Negotiable	N.A.	Immediately	After Shipment of Booked Orders	30 Days	60 Days	6 Months	1 Year	Carry over with Written Approval of Both Parties	Continues To Agency	Payment Receipt All Booked Orders	Varies	No Policy	N.A.
Up to $1,000,000	8	2	-	1	1	6	1	-	-	-	-	-	-	-	-	3
$1,000,000 to $2,000,000	12	7	-	-	2	10	-	1	-	1	-	-	-	3	-	2
$2,000,000 to $5,000,000	34	9	-	5	11	23	1	-	-	-	-	1	-	2	1	9
$5,000,000 to $10,000,000	28	6	-	2	7	20	-	-	-	-	-	-	-	1	1	7
Over $10,000,000	37	15	5	13	8	34	-	-	1	-	2	1	1	2	4	17
TOTAL	119	39	5	21	29	93	2	1	1	1	2	2	1	8	6	38

LIST OF PARTICIPANTS

A

ADMO, Inc.
Schaumburg, IL 60193

Aim Packaging, Inc.
Port Clinton, OH 43452

Airlite Plastics Co.
Omaha, NE 68102

Akemi Plastics, Inc.
Eaton Rapids, MI 48827

Allied Industries
Rogers, MN 55374

American Poly-Therm Co.
Sacramento, CA 95838

Anaheim Custom Extruders
Anaheim, CA 92806

Applied Molding Co., Inc.
Leominster, MA 01453

Ashland Chemical Co.
General Polymers Division
Warren, MI 48089

B

Ball Unimark Plastics
Greenville, SC 29602

Beetle Plastics, Inc.
Ardmore, OK 73402

Bemis Manufacturing Co.
Sheboygan Falls, WI 53085

Bixby International Corp.
Newburyport, MA 01950

Blako Industries, Inc.
Dunbridge, OH 43414

C

Cadillac Products, Inc.
Sterling Heights, MI 48311-0220

Cardinal Fiberglass Industries
Perth Amboy, NJ 08862

Cashiers Structural Foam
Cashiers, NC 28717

Century Plastics, Inc.
Compton, CA 90221

Certain Teed Corp.
Valley Forge, PA 19482

Chemcast Corp.
Madison Heights, MI 48071

Chili Plastics, Inc.
Rochester, NY 14624

Churchill Container
Shawnee, KS 66218

Clearpass Containers, Inc.
Lyons, NY 14489

Complex Tooling, Inc.
Boulder, CO 80303

Conley Corp.
Tulsa, OK 74137

Continental Can—Plastic Containers
Norwalk, CT 06856

Continental Plastics, Inc.
Triadelphia, WV 26059

Cowan Plastic Products Corp.
Providence, RI 02909

Crane Plastics
Columbus, OH 43216

Creative Pultrusions, Inc.
Alum Bank, PA 15521

Crescent Plastics, Inc.
Evansville, IN 47711

Crosby Manufacturing Co.
Crosby, MN 56441

D

Davies Molding Co.
Chicago, IL 60639

Dekalb Molded Plastics Co.
Butler, IN 46721

Delaware Valley Paper & Pkg, Inc.
Malvern, PA 19355

Dimco-Gray Co.
Centerville, OH 45459

Diversified General
Akron, OH 44329

Walter Drake, Inc.
Holyoke, MA 01041

E

Electro-General Plastics Corp.
Cleveland, OH 44120

F

Fabri-Kal Corp.
Kalamazoo, MI 49001

Ferguson Manufacturing, Inc.
Richmond, MO 64085

Fibernetics
Compton, CA 90220

Fibrex Corp.
Burlington, WA 98233

Fleck Co., Inc.
Auburn, WA 98002

FormPac Corp.
Sandusky, OH 44870

G

Gage Industries, Inc.
Lake Oswego, OR 97035

General Marble Corp.
Rancho Cucamonga, CA 91730

M.C. Gill Corp.
El Monte, CA 91732

Globe Plastics, Inc.
Pomona, CA 91766

Greenstreak Plastic Products
St. Louis, MO 63177

Grohen Tool & Die Co., Inc.
San Leandro, CA 94577

H

Hastings Reinforced Plastics, Inc.
Hastings, MI 49058

Haysite Reinforced Plastics Co.
Erie, PA 16509

Hedwin Corp.
Baltimore, MD 21211

Hoffer Plastics, Corp.
South Elgin, IL 60177

Hopple Plastics, Inc.
Florence, KY 41042

I

I.B.S., Inc.
Sterling, VA 22170

Impact Extrusions
Grand Prairie, TX 75053

Ingress-Plastene
Crawfordsville, IN 47933

Innovative Plastics
Orangeburg, NY 10962

Intermetro Industries Corp.
Fostoria, OH 44830

Ironwood Plastics, Inc.
Ironwood, MI 49938

J

Jacobs Plastics, Inc.
Adrian, MI 49221

Jade Engineered Plastics, Inc.
Bristol, RI 02809

Jason Products Co.
Emeryville, CA 94608

Johnson Controls, Inc.
Manchester, MI 48158

K

Klockner-Pentaplast of America, Inc.
Gordonsville, VA 22942

Koller-Craft Plastic Products, Inc.
Fenton, MO 63026

L

Lakeland Tool & Engineering, Inc.
Minnetonka, MN 55345

Landis Plastics, Inc.
Chicago Ridge, IL 60415

Lenco Co.
Waverly, NE 68462

Leon Plastics, Inc.
Grand Rapids, MI 49501

Lunn Industries, Inc.
Wyandanch, NY 11798

Lord Corp.
Engineering Plastics Division
Aurora, OH 44202

M

Mankato Corp.
Mankato, MN 56001

Maryland Plastics, Inc.
Federalsburg, MD 21632

Mayfair Plastics
Carson, CA 90745

Mercury Plastics, Inc.
Middlefield, OH 44062

MFG Justin Tanks, Inc.
Georgetown, DE 19947

Michigan Plastic Products Co.
Grand Haven, MI 49417

Modern Industrial Plastics
Dayton, OH 45414

Molded Container Corp.
Portland, OR 97202

Molded Fiber Glass Co.
Ashtabula, OH 44004

Moldex, Inc.
Putnam, CT 06260

Moldsaver-Master Plastics
Miami, FL 33014

Moldtronics, Inc.
Downers Grove, IL 60515

Monarch Molders, Inc.
Dayton, OH 45409

Morrison Molded Fiber Glass Co.
Bristol, VA 24203

N

Neward Enterprises, Inc.
Cucamonga, CA 91730

P

Pacific Allied Products, Ltd.
Ewa Beach, HI 96707

Pacific Plastic Tech., Inc.
So. El Monte, CA 91733

Penda Corp.
Portage, WI 53901

Petainer Development Co.
Atlanta, GA 30331

Plano Molding Co.
Plano, IL 60545

Plastec Products, Inc.
Fort Collins, CO 80524

Plastic Engineering Corp.
Oshtemo, MI 49077

Plastic Industries, Inc.
Athens, TN 37303

Plastic Ingenuity
Cross Plains, WI 53528

Plastic Moldings Corp.
Cincinnati, OH 45214

Plastics Gearing Tech., Inc.
Manchester, CT 06040

Plastimatic, Inc.
Fairfield, NJ 07006

Platofilm Indusries, Inc.
Wheaton, IL 60187

PLEXCO
Div. of Amsted Industries, Inc.
Franklin Park, IL 60131

Poly-Foam, Inc.
Lester Prairie, MN 55354

The Polymer Corp.
Reading, PA 19605

Portage Industries, Corp.
Portage, WI 53901

Precision Southeast, Inc.
Myrtle Beach, SC 29577

Premix, Inc.
N. Kingsville, OH 44068

Prent Corp.
Janesville, WI 53547

Profile Extrusions Co.
Hastings, MN 55033

Progressive Plastics, Inc.
Cleveland, OH 44135

Q

Quality Plastics Co., Inc.
Newberg, OR 97132

R

Recto Molded Products, Inc.
Cincinnati, OH 45209

Reed Plastics Corp.
Holden, MA 01520

L.W. Reinhold Plastics, Inc.
Los Angeles, CA 90003

Remcor
Williamstown, NJ 08094

Res-Tech Corp.
Clinton, MA 01510

Robin II
Markesan, WI 53946

Rock Tenn Co.
Tucker, GA 30084

Romeo Rim Inc.
Romeo, MI 48065

Rostone Corp.
Lafayette, IN 47903

Royce Plastic Molding
Company, Inc.
Indianapolis, IN 46226

R.P. Industries, Inc.
Richmond, VA 23235

Rubbermaid, Inc.
Wooster, OH 44691

S

Sauder Industries Limited
Canada, B.C. V6V 1K8

Snyder Industries, Inc.
Lincoln, NE 68504

Southern Plastic Mold, Inc.
Anaheim, CA 92806

Southern Plastics Co.
Columbia, SC 29202

Spector Molding, Inc.
Greenville, NC 27835

Spencer Plastic Products Corp.
Dale, IN 47523

Spir-it,Inc.
Wakefield, MA 01880

Stihl, Inc.
Virginia Beach, VA 23452-7391

Structron Corp.
San Marcos, CA 92069

Surf Chemical, Inc.
Hackettstown, NJ 07840

T

Techform, Inc.
Mt. Airy, NC 27030

TechPlastics, Inc.
West Chicago, IL 60185

Teleflex, Inc.
Jaffrey, NH 03452

Therma-Foam, Inc.
Ft. Worth, TX 76106

Thermofil, Inc.
Brighton, MI 48116

Thermoplastic Molders, Inc.
Oklahoma City, OK 73116

Trans Plastics, Inc.
Conneaut, OH 44030

Trio Products, Inc.
Elyria, OH 44036

Tribon
Cleveland, OH 44142

Tri State Foam Products, Inc.
Martinsville, VA 24113

U

UC Industries, Inc.
Parsippany, NJ 07054

United Technologies-Aima
Extrusion Hdqtrs.
Alma, MI 48801

V

Vermont Plastics, Inc.
Montpelier, VT 05602

Vernay Products, Inc.
Xenia, OH 45385

Vinyl Plastics, Inc.
Sheboygan, WI 53082

W

Web Plastics Co.
Richwood, OH 43344-1297

Westec Plastics Corp.
San Jose, CA 95131

Westmoreland Plastics Co.
Latrobe, PA 15650

Wilden International Plastics
Montpelier, VT 05602

Winzen International, Inc.
San Antonio, TX 78213

Witt Plastics, Inc.
Greenville, OH 45331

W.M. Plastics, Inc.
Cary, IL 60013

QUESTIONNAIRE MARCH, 1987

SALARY & SALES POLICY SURVEY NO. 15—1986 PLASTICS PROCESSING COMPANIES

Plastics

CONFIDENTIAL

FOR PLASTICS PROCESSING COMPANIES ONLY

TO VOTING REPRESENTATIVES—U.S. MEMBER FIRMS

This is the questionnaire for the fifteenth Salary Survey for plastics processing companies which are either custom or proprietary firms engaged in compression and injection molding; extruding; reinforced plastics; or other methods of plastics processing.

Divisions are to be reported separately under the first set of columns.

Generally, the survey will cover the calendar year 1986 or closest fiscal year **(however, the most recent compensation levels should be reported).** The completed study will provide valuable guidelines for use in comparing your own salaries with those of other companies in the industry. Employees reported should be permanent, full-time employees. A complete list of descriptions for each of the salaried positions appears on pages 2 and 3. Please review these Job Titles and the Descriptions before attempting to complete this questionnaire.

Please return one copy of the questionnaire by April 20, 1987 to Mr. Tom Hand, Conway–McCue Associates, P.O. Box 2146, Rockville, Maryland 20852.

To receive a copy of the finished report it will be necessary for you to complete the enclosed "Report Mailing Card." Mail this card with your completed questionnaire to Mr. Hand.

Financial Management Committee
THE SOCIETY OF THE PLASTICS INDUSTRY, INC.
1275 K Street, N.W., Washington, D.C. 20005

SECTION I
SALARY SURVEY NO. 15–1986
PLASTICS PROCESSING COMPANIES

LIST OF SALARIED POSITION DESCRIPTIONS

The following is a list of salaried position descriptions prepared to assist you in identifying the particular positions presented in the questionnaire . While most of the descriptions are based upon actual descriptions used in processing plants, they are necessarily general since titles and duties tend to vary from company to company.

1. **GENERAL MANAGER (Excluding Owner-Manager of over 25% ownership)**
   Responsible for profitability of operations including manufacturing, financing, and marketing of assigned products. Coordinates with functional departments in the development, installation, and execution of specialized services to obtain objectives. Formulates, develops, and administers management activities in accordance with policies. (For the purposes of this survey, does **not** include general managers who are owners or part owners of proprietorships, partnerships of private corporations.)
2. **PLANT MANAGER**
   Formulates and executes plant policies, practices, and procedures. Directs production activities to meet sales objectives at maximum efficiency and minimum cost. Exercises general supervision and assumes responsibility for the effective administration of the plant. Works closely with functional and line managers in accomplishing plant objectives.
3. **PRODUCTION MANAGER/SUPERINTENDENT**
   Coordinates and plans production activities of the manufacturing plant, directs the work of the various production departments directly or through subordinate foremen. Authorizes the staffing of production and schedules production flow in accordance with cost, time, and specification estimates. Provides information on new production methods and equipment, wage rate problems, and need for maintenance of all plant machinery and equipment. Works closely with union representatives in settling employee grievances in accordance with union contract.
4. **GENERAL FOREMAN**
   Responsible for the efficient, safe, and profitable operation of his units and for advising and making recommendations to the Plant Manager. Directs production activities, interprets and executes production policies of the Plant Manager and directs this work through subordinate foremen. Locates and solves operating difficulties and renders technical advice to subordinates or superiors. Directs observance of safety precautions by operating personnel and personally directs production operations in emergencies.
5. **MANAGER OR PLANT OR INDUSTRIAL ENGINEER**
   Performs a variety of engineering work in planning and overseeing utilization of production facilities and personnel in department or other subdivisions of industrial establishments: plans equipment layout, work flow and accident prevention measures to maintain efficient and safe utilization of plant facilities. Plans and oversees work study and training programs to promote efficient man power utilization.
6. **TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER**
   Directs traffic activities of organization; formulates plans and procedures for transporting raw materials to production areas; and finished goods to customers, warehouses and storage locations. Analyzes transportation facilities and commodity classifications to determine most efficient and economical shipping rates and route; furnishes traffic data to other departments and customers. Also initiates investigations of shipping damages, delays, overcharges and insurance charges.
7. **QUALITY CONTROL MANAGER**
   Responsible for the planning and organizing of Quality Control functions. Establishes quality policies and procedures in accordance with accepted standards. Is competent in statistical analysis and process capabilities. Maintains the quality system. Is a key member of the General Staff, counsels and assists in the execution of these duties. Prepares and administers budget for the Quality Control organization.
8. **SUPERVISOR, QUALITY CONTROL**
   Responsible for the interpretation and enforcement of quality standards as established by the development division. Directs and instructs the various inspectors assigned to the processing and finishing sections. Analyzes complaints and rejections; determines the cause and initiates preventive measures. Orders special gauges and assists in the design of same. Checks plant rejects, die inspection reports, and approves the acceptance of all inserts and accessories.
9. **VICE PRESIDENT SALES/SALES MANAGER**
   Responsible for planning, organizing, directing and controlling the sales policies and programs of the company. Generally involves advertising, sales promotion, pricing, distribution, and related marketing activities. Responsible for overall staffing, developing, and motivating the sales force under his jurisdiction.
10. **ASSISTANT SALES MANAGER**
    Provides assistance and advice to the Sales Manager in planning and coordinating marketing policies and programs of the company. Works with the Sales Manager in the development of methods and procedures pertaining to sales personnel, sales development, sales administration, sales planning, and sales management. Engages in preparation and interpretation of market reports and statistics.
11. **REGIONAL/DISTRICT SALES MANAGER**
    Responsible for the sale of company products in a specified region, district or other geographical area. Supervises one or more salesmen and such branch sales office activities as may be required. May also select and develop dealers, distributors and customer representatives and, in some cases, may supervise warehousing or other distribution facilities.
12. **SENIOR SALESMAN**
    The highest organization line selling responsibilities. Has acquired complete familiarity with company's production, services and policies through several years' experience as a salesman with the company and specialized training as required. Generally assigned to accounts and territories of major importance.
13. **SALESMAN 5-10 YEARS**
14. **SALESMAN 3-5 YEARS**
15. **SALESMAN 1-3 YEARS**
16. **SALES TRAINEE**
    Sales personnel in training and not yet considered qualified to handle the full range of sales responsibilities for specific accounts and territories.
17. **CUSTOMER SERVICE MANAGER**
    Works for salesman and sales management, acting as liaison between customers and company. Primarily responsible for insuring that customers receive the best sales service possible through processing of orders, general correspondence and coordination with other company functions such as purchasing, production, engineering or shipping. May supervise one or more people in support of sales effort. In some organizations he may act as chief contact for customer regarding orders.

18. **TREASURER**
Responsible for developing and directing the operation of policies, procedures, plans and programs governing all financial matters in the company, and for advising and making recommendations to the President or General Manager in the determination of overall company objectives and policies wherever financial considerations are involved.

19. **CONTROLLER OR ACCOUNTING MANAGER**
Responsible for the development and maintenance of procedures for the financial control of the plant and for safeguarding of assets, accounting activities, profit-planning activities; preparation and interpretation of regular and special financial and statistical reports; determination of costs and directing any other assigned financial activities of the plant.

20. **ACCOUNTANT—COST SUPERVISOR**
Applies principles of accounting to install and maintain systems for providing details of cost data not ordinarily supplied by accounting systems. Plans, sets-up, and directs costs findings regarding raw material, direct labor and overhead items. Provides management with reports for decision making; such as pricing and product line performance.

21. **ACCOUNTANT—GENERAL SUPERVISOR**
Applies principles of accounting to install and maintain general accounting system. Provides records of assets and liabilities and all financial transactions. Responsible for the preparation of income statements and balance sheets issued periodically.

22. **CREDIT MANAGER**
Manages credit and collection policies of the company. Devises systems for recording and using credit information received from all sources. Analyzes and/or authorizes the granting of credit to customers; effects ultimate collection of accounts receivable. Surveys and analyzes the various economic factors affecting the credit indices of the industries served. Prepares periodic reports for management on the current status of accounts receivable.

23. **MANAGER—ELECTRONIC DATA PROCESSING**
Directs and coordinates planning and production activities of electronic data processing unit. Interprets policies, purposes and goals of an organization to subordinates. Consults with management to define boundaries and priorities of tentative projects, discuss equipment acquisition, determine specific information requirements of management, and allocate operating time of computer systems. May include managing of systems and programming functions.

24. **RESEARCH AND DEVELOPMENT DEPARTMENT MANAGER**
Directs research studies in the development of new products and manufacturing methods in line with company objectives and policies. Is uaually in charge of specialized testing and analytical services and of test methods and service on standards. Responsible generally to top management.

25. **CHIEF ENGINEER OR PLANT ENGINEER**
Directs the design, construction and maintenance of equipment, machinery and buildings in the plant. Establishes standards and policies for testing, operating procedures, inspection and maintenance of equipment in accordance with engineering principles and safety regulations, and supervises directly or through subordinates, the maintenance of plant buildings. Provides technical consultation service where necessary.

26. **MANUFACTURING ENGINEERING MANAGER**
Directs the activities of tooling engineers, mold designers, secondary machinery engineers, cost estimators and other related disciplines. Works closely with sales and management on tooling and cost reduction requirements.

27. **SENIOR ENGINEER**
Responsible generally to the Chief Engineer for performing engineering staff assignments to improve plant operating efficiency, involving inspection, trouble-shooting, and design alteration. Also performs engineering assignments related to maintenance and construction projects for plant buildings and grounds. Investigates assigned problems and recommends courses of action. Job assignments are primarily concerned with process and mechanical problems and projects.

28. **PRODUCT DESIGNER**
Creates designs for products to be produced by the company from plastic materials. Investigates the practicability of designs in relation to limitations of plant manufacturing equipment, cost, availability of new equipment, probable selling price, general utility, and industry specifications. Gives advice on construction, manufacture, materials, and processes. Experiments with existing machinery to improve design and keeps abreast of engineering progress.

29. **MOLD DESIGNER**
Designs the mold based on customer requirements, giving special consideration to the type of equipment to be used. May also be responsible for developing mold cost quotations.

30. **ESTIMATOR**
Develops part cost estimates from blueprints, samples, or molds. Selects material best suited for application, calculates amount of material required, determines mold capacity, type of mold, machine cycle time, and finishing operations. May also be responsible for developing mold cost quotations.

31. **PERSONNEL MANAGER**
Formulates and administers policies affecting management's relationships with its employees on an individual basis, such as staffing, developing, and motivating the work force. Performs audit and review of personnel activities and conducts periodic research to detrmine the effectiveness of these policies and to provide areas for improvement. In the absence of a Labor Relations manager, he generally adminsiters the union contract.

32. **OFFICE MANAGER**
Responsible for the supervision of the clerical staff of the business office. Coordinates all office service activities required for the efficient operation of the company. Develops plans and programs for the maximum utilization of service and equipment.

33. **PURCHASING AGENT (MANAGER OF PURCHASES)**
Responsible for overall direction and coordination of those functions relating to outside and inter-plant purchases. This involves raw material purchases as well as the procurement of component parts, equipment, maintenance supplies, office supplies, and so forth.

34. **BUYER**
Secures generally raw materials, components, packaging materials, office equipment, printing, stationery supplies, machinery and services for a produiction complex. Executes releases on blanket orders placed by Central Purchasing and purchases other items directly under specified limits or requisitions them from Central Purchasing. Sells and disposes of scrap, salvage and obsolete items.

SECTION I
SALARY SURVEY NO. 15
PLASTICS PROCESSING COMPANIES
QUESTIONNAIRE (1986)

(Confidential)

ANNUAL SALES VOLUME THIS DIVISION
Up to $1,000,000 ☐
$1,000,000 to $2,000,000 ☐
$2,000,000 to $5,000,000 ☐
$5,000,000 to $10,000,000 ☐
Over $10,000,000 ☐

ANNUAL SALES VOLU
Up to $
$1,000,000 to $
$2,000,000 to $
$5,000,000 to $
Over $

Check attached for description of these positions.	Division Location City & State _____ No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.	Plant Location City & State _____ No. of persons holding position	No. of persons responsible for
MANUFACTURING					
1. General Manager (excluding Owner-Manager of over 25% ownership)					
2. Plant Manager					
3. Production Manager, Superintendent					
4. General Foreman					
5. Manager/Plant or Industrial Engineer					
6. Traffic Manager and/or Distribution Manager					
7. Manager, Quality Control					
8. Supervisor, Quality Control					
MARKETING					
9. Vice President Sales/Sales Manager					
10. Assistant Sales Manager					
11. Regional/District Sales Manager					
12. Senior Salesman					
13. Salesman 5-10 Years					
14. Salesman 3-5 Years					
15. Salesman 1-3 Years					
16. Sales Trainee					
17. Customer Service Manager					
FINANCE AND ADMINISTRATIVE					
18. Treasurer					
19. Controller or Accounting Manager					
20. Accountant—Cost Supervisor					
21. Accountant—General Supervisor					
22. Credit Manager					
23. Manager—Electronic Data Processing					
ENGINEERING					
24. Research & Development Department Manager					
25. Chief Engineer or Plant Engineer					
26. Manufacturing Engineering Manager					
27. Senior Engineer					
28. Product Designer					
29. Mold Designer					
30. Estimator					
PERSONNEL					
31. Personnel Manager					
32. Office Manager					
PURCHASING					
33. Purchasing Agent (Manager of Purchases)					
34. Buyer					

Does your company pay bonuses? ☐ **Yes** ☐ **No**
If yes, on what basis? _____
Please list any other salaried positions you feel should be included in this and future surveys. _____

| E THIS PLANT
,000,000 ☐
,000,000 ☐
,000,000 ☐
,000,000 ☐
,000,000 ☐ | ANNUAL SALES VOLUME THIS PLANT
Up to $1,000,000 ☐
$1,000,000 to $2,000,000 ☐
$2,000,000 to $5,000,000 ☐
$5,000,000 to $10,000,000 ☐
Over $10,000,000 ☐ | |

SECTION II

SALES POLICY SURVEY
PLASTICS PROCESSING COMPANIES

TYPE OF SALES ORGANIZATION

1. What type of sales force does your company employ?
   - ☐ Company Salesmen Only
   - ☐ Manufacturer's Reps or Sales Agents Only
   - ☐ Company Salesmen and Manufacturer's Reps or Sales Agents

2. If your firm employs both, company salesmen and manufacturer's reps or sales agents, what percentage of your plastics business is done through your own sales force? _____ %

METHOD OF PAYING SALESMEN

3. What method of compensation does your company use:
   - ☐ Straight Salary
   - ☐ Straight Commission
   - ☐ Salary plus Commission
   - ☐ Salary plus Bonus
   - ☐ Salary plus Commission and Bonus
   - ☐ Other (briefly explain) _____

DIRECT SELLING COSTS

4. Which of the folowing expenses do you include under Direct Selling Cost:
   - ☐ Salesmen's Salaries
   - ☐ Commissions to Salesmen, Agents, Representatives
   - ☐ Travel and Entertainment Expenses
   - ☐ Telephone Expenses
   - ☐ Sales Administration and Management Salaries and Expenses
   - ☐ Order Handling and Customer Service
   - ☐ Advertising and Sales Promotion Expense
   - ☐ Royalties
   - ☐ Engineering
   - ☐ Other (describe) _____

EXPENSE ALLOWANCES

Moving Expenses:

5. Do you pay relocation and moving expenses for:
   Newly hired sales personnel ☐ Yes ☐ No
   Presently employed sales personnel ☐ Yes ☐ No

Automotive Expenses:

6. The automobiles used for company business are:
   - ☐ Company owned cars
   - ☐ Company leased cars
   - ☐ Combination of company owned and leased
   - ☐ Employee owned cars
   - ☐ Combination of employee owned and leased
   - ☐ Company and employee owned
   - ☐ Employee owned or company leased

7a. Do you reimburse sales personnel for automobile expenses? ☐ Yes ☐ No

7b. If yes, on what basis?
   - ☐ Actual expenses incurred
   - ☐ Single rate mileage allowance of _____cents per mile
   - ☐ Graduated mileage allowance
   - ☐ Flat allowance of $_____ per _____ (day, week, month, year)
   - ☐ Combination of flat allowance of $ _____ each_____(day, week, month, year) plus _____cents per mile

8. Do you provide a company car for the Sales Manager? ☐ Yes ☐ No

9a. Do you allow sales personnel, driving company owned or leased cars to use their car for personal use? ☐ Yes ☐ No

9b. If yes, does employee pay for gas, oil and other expenses? ☐ Yes ☐ No

10a. Do you charge employee for personal use of company car? ☐ Yes ☐ No

10b. If yes, how? (briefly describe) _____

Cost of maintaining salesmen in field

11. In 1986, what was your estimate of the average cost per year, per salesman, of maintaining salesmen in the field? (include hotel, meals, travel, telephone, entertainment and auto expenses, etc. Do not include salaries, commissions, bonus or fringe benefits). $_____.

TURNOVER

12. "Turnover" is defined as the number of salesmen hired to replace other salesmen who quit, or were terminated, divided by the normal staffing. (Example: If the normal number of salesmen was 7 and one person quit during the year, turnover is 1/7 or 15%).

    What was your turnover of salesmen in 1986?
    _____ %.

SECTION III
FOR COMPANIES WHO EMPLOY MANUFACTURERS' REPRESENTATIVES OR SALES AGENTS

If your company employs manufacturers' reps or sales agents in the sale of plastics products, please answer the following questions:

CONTRACT AND COMMISSION

13a. Do you have a written contract with your manufacturers' representatives ☐ Yes ☐ No

13b. If yes, what type of contract is it?
- ☐ Self-perpetuating
- ☐ Renewable Yearly
- ☐ Other (Describe) _____

14. Do you have well-defined territories for each representative? ☐ Yes ☐ No

15. Where there are "House Accounts" within the representatives assigned territory, does he receive commission for sales made thereto? ☐ Yes ☐ No

16a. Are your Manufacturers' representatives permitted to represent other Plastics firms at the same time he represents you? ☐ Yes ☐ No

16b. If yes, what, if any, restrictions do you place on the Manufacturer's Representative?

_____

17. How frequently are commissions paid?
- ☐ Weekly
- ☐ Bi-Weekly
- ☐ Monthly
- ☐ Quarterly
- ☐ Other (Specify) _____

18. On what basis are commissions calculated?
- ☐ Sales Booked
- ☐ Shipment of Order
- ☐ Invoicing of Order
- ☐ Receipt of Customer payment
- ☐ Other (Describe) _____

19. What commission plan do you use?
- ☐ Flat rate for all plastics products sales with no allowances for expenses.
- ☐ Flat rate for all plastics products sales plus allowance for expenses
- ☐ Progressive rate for all plastics products sales (Rate increases as sales increase)
- ☐ Regressive rate for all plastics products sales (Rate decreases as sales increase)
- ☐ Varying rate based upon product or product groups.
- ☐ Varying rate by type of account.
- ☐ Other (Describe) _____

20. If flat rate of commission, what is the usual rate? _____ %

21. Are commissions paid on sales of tooling? ☐ Yes ☐ No

22. Are commissions paid on set-up charges? ☐ Yes ☐ No

23. Are commissions reduced for products returned as defective? ☐ Yes ☐ No

24. Do you have a formal provision in your contract for split sales credit between different manufacturers' reps? ☐ Yes ☐ No

25. Do you have a formal provision in your contract for split sales credit between your company salesmen and reps? ☐ Yes ☐ No

TERMINATION PROVISIONS

26. May contract be terminated by either party? ☐ Yes ☐ No

27. How much termination notice is required? (Briefly explain) _____

28. Are commissions paid on orders booked during period of termination notice but shipped after terminating? ☐ Yes ☐ No

29. In the event of death of a representative, do commissions cease:
- ☐ Immediately
- ☐ After shipment of all booked orders
- ☐ Other (Explain) _____

FINANCIAL MANAGEMENT COMMITTEE
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